



SUSTAINABILITY REPORT

2020

saba^o

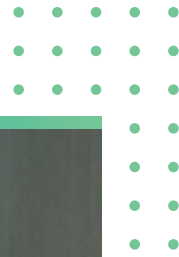
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The CEO's Balance Sheet



Josep Martínez Vila



The pandemic caused by COVID-19 has undoubtedly been the most disruptive factor in the history of the company's activity, affecting the business and professional sphere, and also personal aspects.

All the measures we have adopted to fight the pandemic have been carried out under the premise of preserving the health of employees and customers and giving continuity to our activities.

In this sense, our service, considered by the authorities as an essential activity, continues to be provided 24 hours a day, 365 days a year. The way forward for the entire organization is focused on the permanent updating of the business continuity plan, and also acting with committed social responsibility. We made our car park network available to hospitals and health-care facilities in all the countries where we operate and, more recently, we have offered facilities for vaccination campaigns.

In 2020, as a result of the impact of the crisis pandemic, Saba's comparable short-stay activity fell by 47% from 2019, while the number of subscribers was 15% lower than in the previous financial year. It is necessary to remember that the 2019 figures in this area, activity (+ 15%) and subscribers (29%) were boosted by the incorporation of the United Kingdom, Germany, Slovakia and the Czech Republic into the area where the Group operates.

Regarding the main financial figures, operating income stood at 198 million euros, 34% lower than in 2019, and EBITDA was 72 million euros, 48% below that of the previous financial year. Saba invested 31 million euros in the 2020 financial year (37 million in 2019), of which 15 million were for expansion projects, highlighting the 7.5 million euros for acquisition of the "Gran Bulevar" car park in Oviedo.

If in 2019 the most significant development operation was winning the comprehensive management contract for ANA Airports of Portugal-Vinci for the Portuguese airport car park network, in 2020—and despite the pandemic—development operations have been carried out including new projects and renovations in most of the countries where we operate. Along with the aforementioned acquisition of the "Gran Bulevar" car park in Oviedo, Spain—the first to be managed by the company in the region of Asturias—there was also the purchase of 100% of the shares of Clickpark Holdings, one of the most important technology operators in the parking sector, present in 54 locations in the Czech Republic and 8 more in Slovakia. Also, noteworthy development operations include the 30-year lease agreement for Picoas Plaza in Lisbon and the management contract for Buckinghamshire Healthcare NHS Trust hospitals' car parks in the United Kingdom, with seven centres located to the west and north-west of London, with a total of 2,900 parking spaces.



The emergence of the Coronavirus pandemic in 2020 has led to a drastic reduction in circulation in all the countries in which Saba operates, causing a significant drop in revenues for the company and the impossibility of reducing operating costs, having maintained our service which is considered an essential activity.

Saba is currently in an active process of requesting re-balancing of its concessions to try to reverse the impact generated by COVID-19. The company manages about 390,000 parking spaces in more than 1,100 car parks, has a workforce of 2,000 people, and is present in 182 cities in 9 countries.

The future evolution of the organization in the short and medium term will be conditioned by the macroeconomic context of each of the countries where it operates, together with the effects of COVID-19. In this sense, the company is constantly monitoring the situation and the eventual financial and non-financial impacts derived from the health crisis, with strict control over costs and investments. In this context, our strategic focus is on people, our role in urban mobility, sustainability and governance.

The people who make up the organization are the essential basis for sustaining what might be called the Saba style: a culture of customer support, commitment to the environment, responsibility and honesty towards suppliers, and involvement in society. The Group works to ensure equal opportunities and non-discrimination, ensuring that there is adequate alignment between the needs of its professionals and the corporate objectives and fostering a relationship of mutual commitment to progress together.

In this regard, we at Saba insist on the role of the car park in new urban mobility, on its evolution from the function of parking vehicles and a facility to regulate road congestion to also become an intermodal node in the urban mobility network. We are talking about hubs for mobility services; points that take advantage of strategic locations in city centres, their capillarity throughout the city and their uninterrupted service to work as an agent integrated into the policies and in the chain of mobility of people (electric vehicle, carsharing, one-person mobility) and merchandise (last mile).

In terms of sustainability, we continue to carry out our activity within the framework of the United Nations Sustainable Development Goals (SDGs) and, in along these lines, we renew our commitment to the Global Compact in 2019.

In social action, at a time characterised by the crisis and at which the public calls for responsibility from companies and institutions, we have maintained our commitments to all the projects under way, and even expanded them, with special emphasis on those health initiatives to combat COVID-19. In this regard, it is worth highlighting the collaboration with the #YoMeCorono movement, an initiative of the team of doctors and researchers from the Foundation to Fight AIDS and infectious diseases, IrsiCaixa and the Trias i Pujol University Hospital.

In terms of the environment, we are driving improvements year after year to reduce the impact of our activity on the climate and we have extended ISO 50001 Energy Management Certification to Chile, which Spain, Italy and Portugal already held, with the plan of implementing it in the rest of the countries in which we operate. Climate change is one of the greatest challenges of our time, with greenhouse gases (GHG) being the main cause of the environmental deterioration that our planet suffers. Aware of this, the company incorporates the climate emergency as part of its business strategy, promoting initiatives that contribute to advancing the ecological transition towards a low carbon economy.

In terms of corporate governance, and within the framework of the crime prevention model, Saba led a review of its internal processes and controls, adapting the Risk Prevention Handbook and promoting training among its employees. Also, the company has progressed through the extension of its Code of Ethics to all countries where it operates, disseminating and homogenising the principles that underpin the ethical behaviour of Saba.

If we keep up the effort and we look beyond the short term, at a future of recovery in which we can overcome this environment of uncertainty, we will be able to achieve our strategic imperatives. I can only thank, on behalf of the management team, Saba's entire staff for their commitment and sacrifice, which is enabling us to surmount this unprecedented pandemic crisis situation.

Finally, I wanted to end this message with a tribute to the three people from the Saba team, two in Barcelona and one in the United Kingdom, for whom we deeply mourn their loss as a result of the pandemic. Their memory is indelible for us.

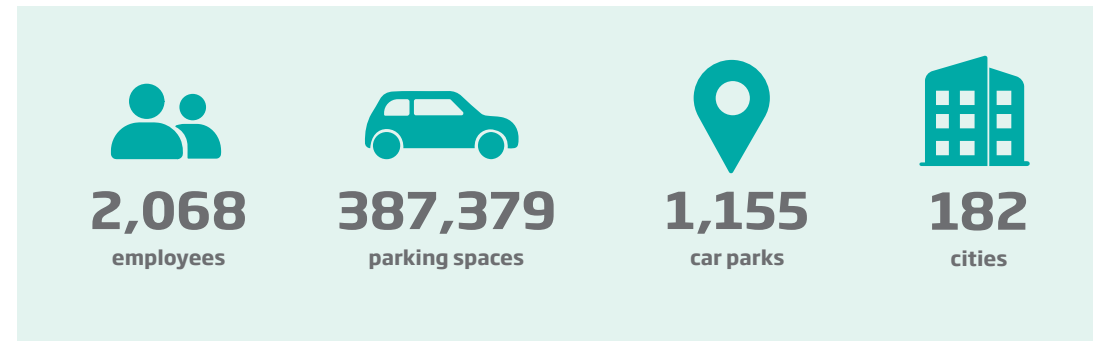


About Saba

Business Model

Saba (99.5% CriteriaCaixa) is a benchmark industrial operator in development of solutions in the field of urban mobility, specialising in car park management. The company implements its activity in all areas of the car park sector with an industrial vision, and has excellent locations, the result of a selective growth policy that has paved the way to guarantee the highest standards of quality, innovation and experience. All this under the guiding principle of customer support as a central pillar, which is Saba's differentiating factor.

In 2020, the Group's presence extended to nine countries in Europe and Latin America, with a team made up of more than 2,068 people (2,409 people in 2019), operating in 182 cities (188 cities in 2019) with a total of 387,379 parking spaces (403,003 spaces in 2019).



Saba's business model is based on the privileged geographical location of its assets, excellence in its service quality and commercial approach, in addition to the proactive introduction of technology, the management of its contracts and an adequate dimension that facilitates efficiency, competitiveness and internationalisation. The company has a consolidation of assets at different stages of their life cycle, most of them in the mature phase with high margins, which enables the financing of assets that are still in their development stage. Average contract duration is currently 20 years, thus guaranteeing the future of the organization.

Saba's mission is to become a leading European operator in public mobility services and infrastructure management through continuous, selective and sustainable growth. Its industrial profile, with commitment, responsibility and active participation in management is part of the philosophy of action and development of the company, which adopts a long-term approach to the advancement of its commercial interests.

Saba works to ensure it has the most cutting-edge innovation and new sales strategies, incorporating smart services related to the mobility of people and vehicles. In this regard, the company was a pioneer in the installation of OBEs in Spain (VIA T) and successfully promoted this system in Chile (TAG), Italy (Telepass) and Portugal (Via Verde), as well as in charging using QR technology. It has a website and app that has already been deployed in different countries, which allow for the sale of 100% digital products. In addition, Saba has promoted new control systems, discount automation at payment machines, number plate reading at car park entrances/exits and the development of services associated with the car, especially for electric vehicles, and the car park (3G coverage, remote management, among others), as well as new sustainable last mile urban micro-distribution activities



International presence

SPAIN AND ANDORRA: Saba Infraestructuras, S.A., Saba Aparcamientos, S.A., Barcelona d'Aparcaments Municipals, S.A. (BAMSA), Saba Car Park, S.L.U., Saba Park, S.L.U., Saba Aparcamet Santa Caterina, S.L.U., Societat d'aparcaments de Terrassa, S.A., Aparcamientos de Getxo en Romo y Las Arenas (Las Mercedes) Sociedad Concesionaria, S.L.U., Saba Car Park, S.L.U., Societat Pirenaica d'Aparcaments, S.A.

CHILE: Saba Estacionamientos de Chile, S.A., Saba Park Chile, S.A., Sociedad Concesionaria Plaza de la Ciudadanía, S.A., Sociedad Concesionaria Saba General Mackenna, S.A., Concesionaria Estacionamiento Paseo Bulnes, S.A., Saba Aeropuerto Chile, S.P.A., Concesionario Plaza Mekis, S.A.

UNITED KINGDOM: Saba Group UK, Ltd., Saba Infra Holdings UK, Ltd., Saba Infra Dundee Limited, Saba Infra UK Limited, Saba Park Services UK Limited, Saba Park Solutions UK Limited, Saba Unigarage UK Limited, Saba Infra Gloucestershire Limited, Saba Infra Hertfordshire Limited, Saba Infra Liverpool Limited, Saba Infra Cambridgeshire Limited.

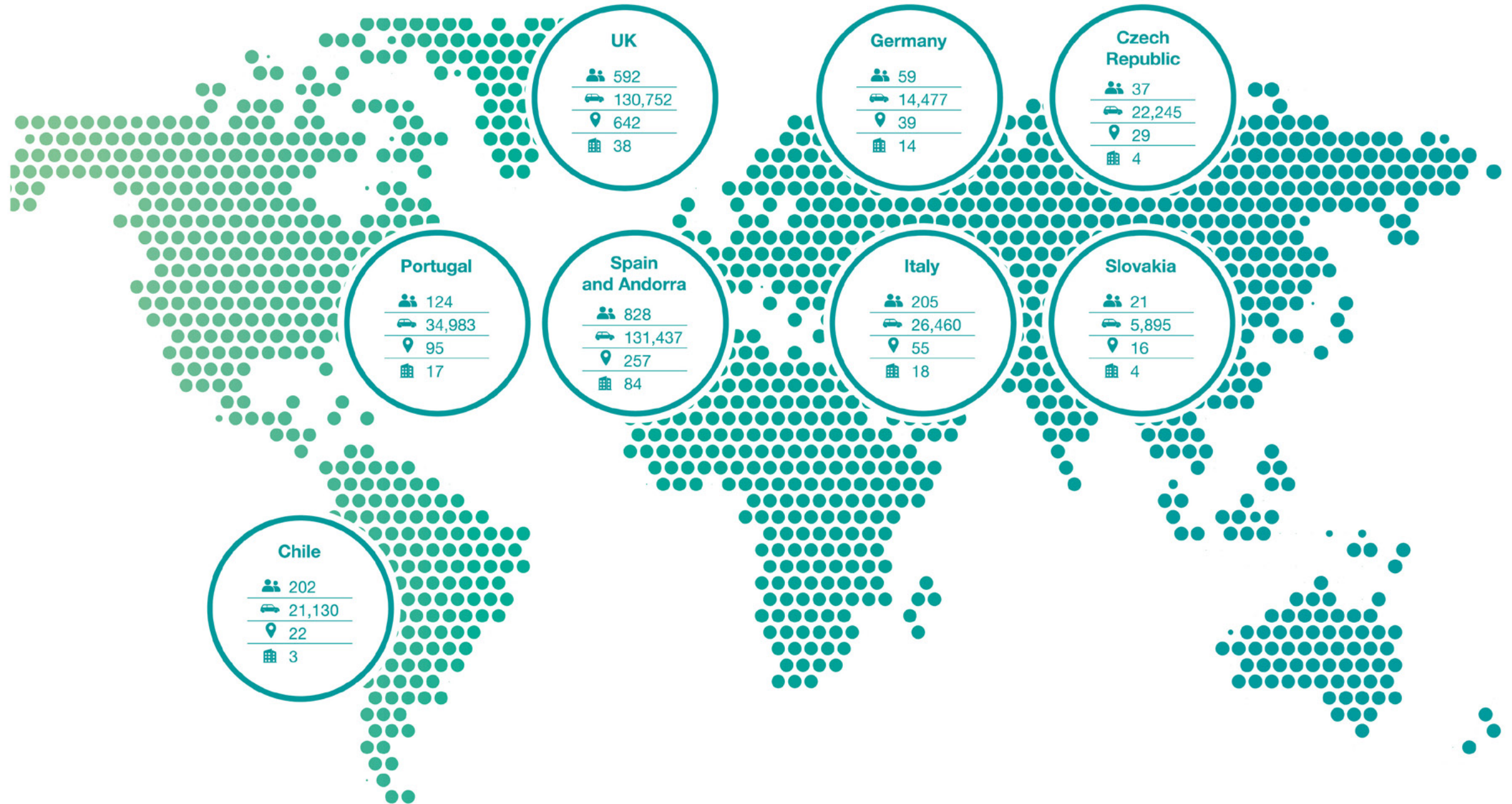
ITALY: Saba Italia, S.p.A., Metro Perugia, S.c.a.r.l., Societa Immobiliare Parcheggi Auto - SIPA, S.p.A.

PORTUGAL: Sabaportugal-Parque de estacionamento, S.A., LIZESTACIONAMENTOS - DESENVOLVIMENTO, EXPLORACAO E CONSTRUCAO DE PARQUES DE ESTACIONAMENTO, S.A., CPE - COMPANHIA DE PARQUES DE ESTACIONAMENTO, S.A., SEMOVEPARK VISEU - ESTACIONAMENTOS, S.A.

SLOVAKIA: Saba Paking SK s.r.o.

GERMANY: Saba Park Deutschland, GmbH.

CZECH REPUBLIC: Saba Parkings CZ, A.S., SABA CLICKPARK, s.r.o.



2,068
employees

387,379
parking spaces

1,155
car parks

182
cities

9
countries

Saba conceives of the car park as a service hub in the sustainable urban mobility sector; all this within a framework of actions focusing on energy efficiency that result in greater savings and optimisation of management.

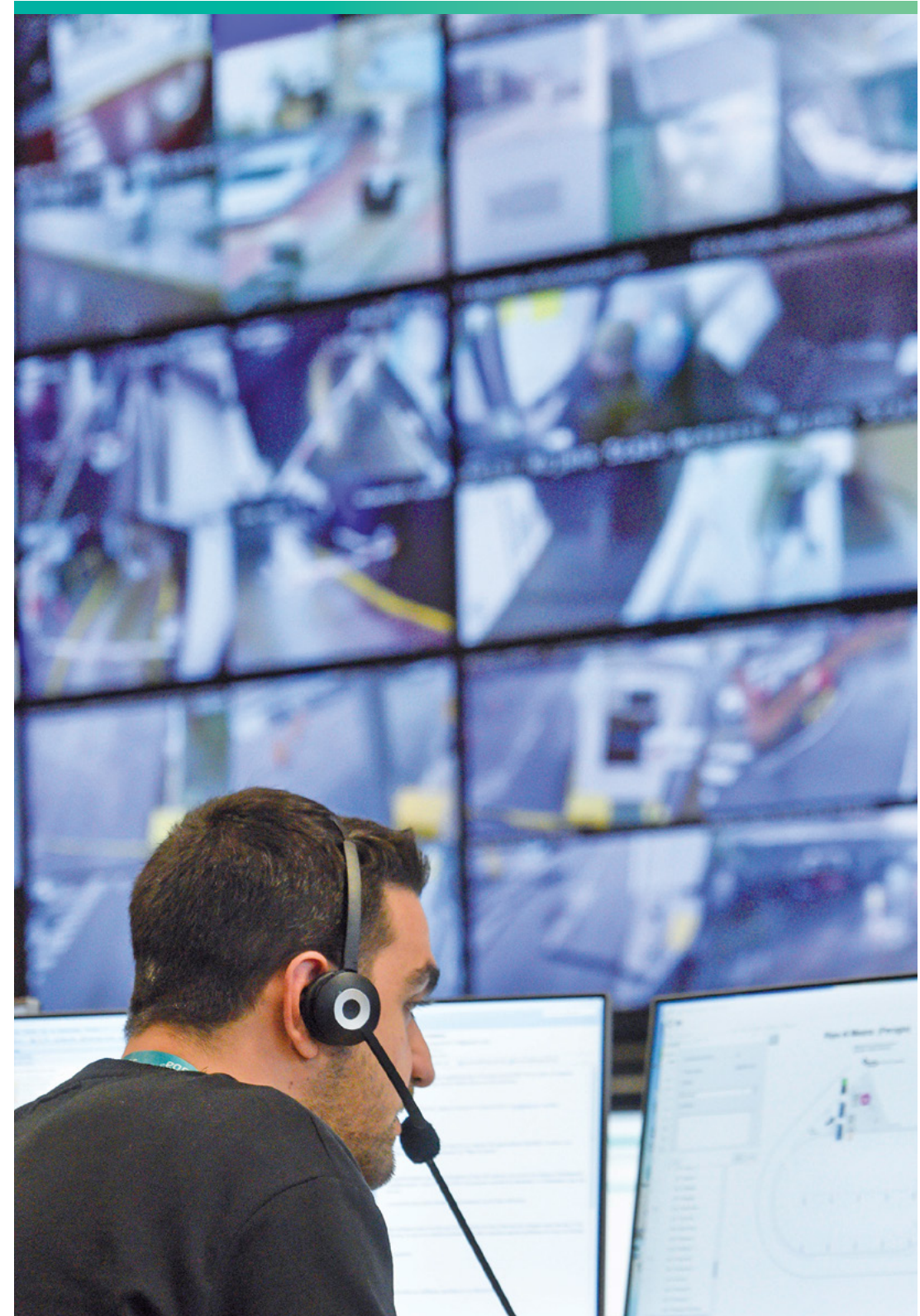
Saba's corporate purpose is to be a benchmark Group in areas such as efficiency, technological innovation and proactive selling. The company's Customer Service and Control Centre (CCC) responds multi-dimensionally to this positioning, acting not only as a remote management centre, but also as a true "Contact Centre" with a sales vocation that allows Saba to enhance the quality of its customer service.

In addition, Saba laid the foundations for connection of UK car parks, which will begin deployment in early 2021.

During 2020, all the people and operations of the Group have been inevitably affected by the health crisis caused by COVID-19. As a result of the pandemic, governments have imposed extraordinary measures to restrict business activity and the freedom of movement of people and vehicles in all the countries where Saba operates in the 2020 financial year, a fact that has led to a great impact on the car park service provided by the company.

However, Saba, as the provider of the public car park service, relevant as an accessory activity and necessary to facilitate the action of critical and essential services, has continued to offer this service to citizens and its customers in the majority of the car parks it manages, except for some private centres and, in the initial months of the pandemic, many of the above ground regulated areas, where activity was suspended due to indications of the corresponding municipalities.

Throughout the 2020 financial year, the company has permanently monitored the evolution of the pandemic to minimize its impact, protecting the safety of the people who work at Saba and providing support to customers, as well as guaranteeing sufficient liquidity to guarantee the continuing of the service.



Activity in 2019-2020

The pandemic caused by COVID-19 ranks as the most relevant event of the 2019-2020 financial years and also constitutes the most disruptive factor in Saba's activity throughout its history.

In 2020, the organization designed and carried out a set of measures aimed at combatting this exceptional situation, which have been extended to 2021. These have been reviewed and adapted based on the evolution of the health crisis, and are framed in a context of limitations on mobility and restrictions on economic activities adopted by Government Authorities to contain the transmission of the virus.

Although Saba's main figures have been inevitably affected by the health crisis, the company has continued its efforts to increase the operational efficiency of the business, to implement innovative measures to become a benchmark in the sector—with particular focus on support systems, new technologies, energy efficiency and new formulas and sales initiatives—and develop active contract management, focusing on growth. Regarding sales initiatives, the company maintains its desire to close agreements in the field of new uses and mobility habits (e.g., carsharing, urban distribution, micro-distribution and electrical charging, among others).



In 2020, as a result of the impact of COVID-19 pandemic, Saba's comparable short-stay activity fell by 47% from 2019, while the number of subscribers was 15% lower than in the previous financial year.

What we are experiencing is an unprecedented crisis that has affected the business and professional, but also the personal sphere. In this regard, the whole organization mourns the death in 2020 of three Saba collaborators, two in Barcelona and one in the United Kingdom, as a result of the pandemic. The recollection of them as people and their contribution to the company will remain alive in our memory.

Beyond corporate actions and challenges, the company will maintain the main premises of action to preserve the safety and health of its professionals and its customers, prevent the spread of the Coronavirus and ensure the operation of its services.

Pandemic Management in 2020



Continuity of activities: Saba has a Business Continuity Plan that takes into account the risks that may affect all its operations and the services that the company offers to its customers.



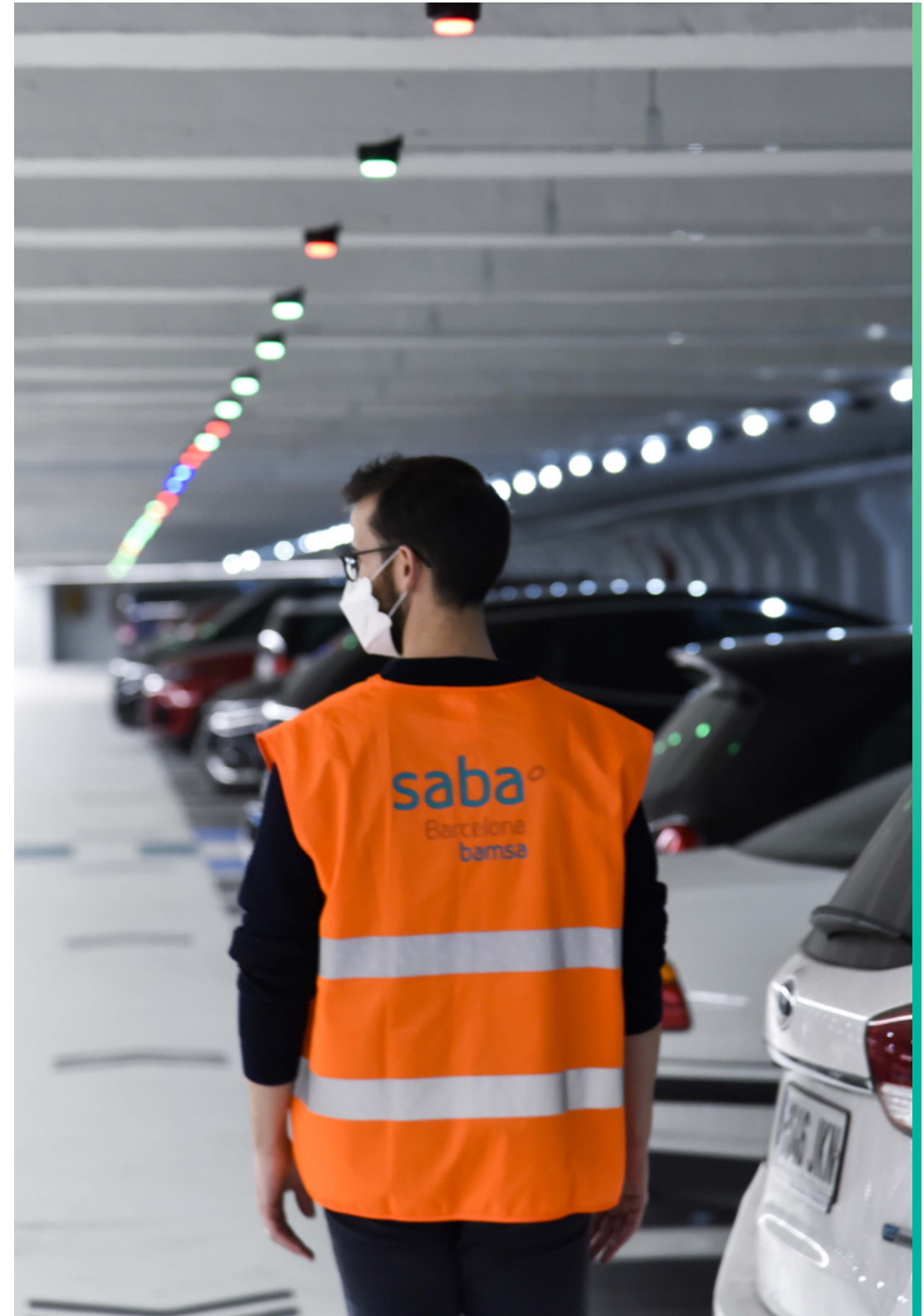
Public service: Saba understands the activity in its car park network to be an important and indispensable public service that serves as an ancillary and necessary activity to facilitate the action of critical and essential services.

In the area of social responsibility, Saba has placed its car park network, especially those car parks located near hospital centres and other authorised centres, at the service of the needs of healthcare personnel as they arise. Furthermore, the evolution of the health crisis and the subsequent requirements in this regard led Saba to provide other types of services, such as the allocation of spaces for use in vaccination campaigns, for example.



Employee Care: From the beginning of the crisis, Saba designed and implemented an internal communication plan in order to inform, help and deploy prevention measures aimed at all the professionals working in the company. This plan has been deployed through various communication tools, such as a consultation and communication channel on COVID-19 and a web banner with updated information on the Intranet. The ongoing review of internal protocols for action enables Saba to help preserve, above all, the health and safety of its professionals, customers and suppliers.

Along this line, Saba launched the PAEE Employee Assistance Programme in the second half of 2020, in order to offer emotional support through a psychological counselling service provided by a team of experts and available to all the people who work at the organization, accessed through a free service, available 24 hours a day and completely confidential. A service that joins the personal accompaniment in all the necessary cases.





Operations: In 2020 Saba maintained, to the extent of the circumstances, the operation of its car park network, as well as the activity of the Assistance and Control Centre (CCC), which provides services in Spain, Italy and Portugal. This operation has been carried out with the minimum necessary structure in each of the scenarios caused by the pandemic, attending at all times to the activity and adequate control of the facilities and the safety of Saba's personnel.

Technology is an essential tool for addressing current and future challenges that face the company. In this regard, the efforts prior to the pandemic in this field have made it possible to establish remote working in central services—not only maintaining recurring processes but also implementing new more demanding monitoring and control procedures—as well as remote management of the car parks themselves with staffing in line with the reduction in activity levels experienced during the first months of the pandemic.

In the case of the Customer service and Control Centre (CCC), the teams were initially split into separate, fully operational blocks with the aim of minimising the risk of contagion due to the reduced density of people and preserving the continuity of services at the various locations. Two alternative centres located in separate car parks were also set up and the CCC jobs were moved to the employees' homes, thus avoiding travel to the work centres and facilitating remote working. As with operations, the company actively and continuously monitors the evolution of the pandemic to make the appropriate adjustments to each situation.



Customers: the series of actions in this area was aimed at maintaining the quality of customer support, efficiency of management and the commitment to excellence that Saba always pursues.

To this end, the company has used all the available technological tools and channels and has adopted a direct and flexible human approach to meet all requests in the best possible way. In this regard, since the first moment the State of Alarm was decreed in Spain, Saba recommended electronic payments and implemented a series of exceptional measures such as periods for cancelling products without cost or cost-free status for subscribers exceeding their time slots, in addition to driving sales through the website.

Digitalising the business, through boosting online sales channels and the offer of new products adapted to the new demands in a pandemic scenario are among the objectives under continual review by Saba and will be, without doubt, levers in the gradual recovery to the activity levels prior to the COVID-19 crisis.



Growth and development

In the midst of the pandemic, Saba has managed to perform operations in most countries where it is present, thereby maintaining its drive for growth.

Spain

The most outstanding transaction was the acquisition of the “Gran Bulevar” car park in Oviedo, the first to be managed by the company in Asturias. The infrastructure has over 1,000 parking spaces, 600 destined for short stays, within the most innovative residential and leisure complex in the Principality. Saba has also taken over operations of the Castellana 62 car park in Madrid. With three underground floors and 116 parking spaces, the car park is part of an apartment and office complex in a central area of the capital.

Portugal

Saba completed two transactions in the country in 2020. On the one hand, it has finalised a lease for the Picoas Plaza car park in Lisbon for a term of 30 years. This is an underground car park with 600 parking spaces, located in a set of buildings coexisting with apartments, offices, services and a shopping centre. It was also awarded the operations of the Garagem Comercio car park in Porto, which has over 100 parking spaces. This is a historic building and classified as emblematic, housing offices in addition to the car park itself.

Chile

The most important contract formalized in 2020 is for management of the car park at the Clínica Alemana, one of the most renowned hospital centres in the country, which has two sites with underground parking, with over 2,600 parking spaces.

Italy

The company plans to open a new car park in Genoa during the first quarter of 2022, after the construction and adaptation of the facilities have been completed. The future Saba Genova Benzi car park will have 420 parking spaces spread over five underground floors. In 2020, and despite the temporary suspension of construction work due to the coronavirus crisis, the construction continued to advance at a good pace.

UK

The most outstanding operation is the 5-year management contract, with a possible extension of up to 3 years, for Buckinghamshire Healthcare NHS Trust hospitals’ car parks. This includes seven hospitals located to the west and north-west of London, with a total of 2,900 parking spaces.

Germany

Saba and Siemens have entered into a contract with Vivantes, Germany’s largest municipal hospital operator, to operate the car parks of eight hospitals in Berlin, with over 1,200 parking spaces. This is Saba’s first operation in the country’s capital, that opens the door to consolidating the partnership with Siemens in other cities to opt for comprehensive management of Vivantes’ car parks. Saba has also been awarded a new four-year management contract in the town of Hamm. This is an underground car park with 355 parking spaces in the town centre.

Slovakia and the Czech Republic

Saba has acquired 100% of the shares in Click-park Holdings, one of the most significant operators in the parking sector, present in 54 locations in the Czech Republic and 8 more in Slovakia, with contracts having an average term of 7 years. The company has also finalised the lease for a surface car park in Slovakia’s capital Bratislava.



Challenges for 2021

Given the looming insecurity in a global environment as to how the pandemic will evolve, and what impact it will have on economic activity, the main objective that Saba lays out for 2021 is undoubtedly the recovery of normality at all levels.

And this purpose passes through a number of points, such as, in the external context, the easing of restrictive measures in the field of mobility and economic activity, and internally, sales policies, through the adaptation of products, recovery of subscribers and the drive to new digital channels, as well as the pursuit of new opportunities in the market, setting specific development objectives for each country. Similarly, collaboration with Government Authorities, whose economic situation has deteriorated when they need to be the main agents of the necessary economic reactivation, in turn represents an opportunity for Saba.

In 2021, the Group will maintain the cost control measures already applied in 2020 since the beginning of the health crisis, with continuous monitoring, and prioritising those investments that cannot be deferred and that directly affect operation of the car parks.

And, in this same chapter of operational management, Saba will continue to respond to this exceptional situation by implementing a series of measures, such as remote management of infrastructures via CCC, expanding the number of connected car parks and incorporating new countries (Chile and the United Kingdom) to the current ones (Spain, Italy and Portugal). In addition, the company foresees the launch of strategic business initiatives such as payment by short-stay number plate or the renewal of the expansion of e-commerce products and services on the business website and the Saba App, among others.

Looking beyond 2020, Saba will stay alert to recovery funds driven by the European Union to aid the reconstruction of Europe post-COVID-19; a Europe that will be greener, more digital and more resilient. In this regard, Saba works to study strategic projects and to present expressions of interest to the competent government authorities to qualify for grants and loans designed by the European Union to help repair the immediate economic and social damage caused by the Coronavirus pandemic. In relation to the above, in line with the company's efforts to promote the use of electric vehicles, the main projects are within the field of electric charging, in addition to others that have car parking as a central axis, such as the urban microdistribution (last mile) or the design of mobility platforms, among others.

And all of these challenges will need to be addressed, as must be the case, while management maintains its primary focus on the health and safety of all Saba professionals, by applying risk prevention and control measures in all the countries where the company operates.



Sustainability at Saba

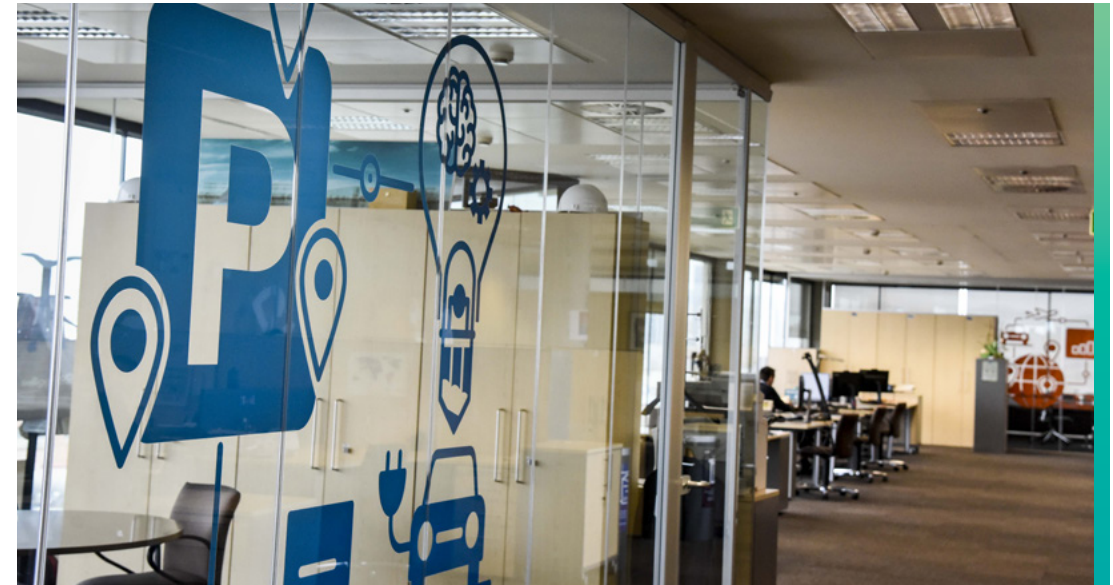
The entire organization takes part and collaborates in the implementation of the Corporate Social Responsibility (CSR) culture that it has established. Saba's way of working is a shared project of commitment, translated into customer support, involvement and responsibility with the territories in which it operates, as an active player in the progress of cities. All this, together with the brand identity and social and ethical aspects, comprise Saba's differentiating elements. The integration and consolidation of CSR in the business strengthens transparency and proper management of stakeholders. In this way, the roadmap that marks the company's sustainability strategy is aligned with the GRI Standards.

Saba's priorities are creating value for society and the environment. For this reason, the entire organization works to maintain a solid sustainability strategy and to appropriately manage the most important economic, environmental and social aspects. In the 2020 financial year, Saba repeatedly demonstrated its support for projects such as the United Nations Global Compact, the largest voluntary initiative in the world in the field of Corporate Social Responsibility, which has been signed by more than 12,600 entities in 160 countries all over the world.

Saba carries out its activity within the framework of the United Nations Sustainable Development Goals (SDGs) to make these principles part of the strategy, culture and daily actions of the business. Due to the very nature of Saba's activity, it is carried out with priority given to those goals concerning climate action, to fight against climate change and its impact, and concerning sustainable cities and communities, with the development of solutions in the field of urban mobility; as well as infrastructure innovation, improvement and technology.



Red Pacto Mundial España
WE SUPPORT



Stakeholder relations

Saba works toward its own style that translates into a customer service culture, a desire to meet the expectations of shareholders and the community in general, an attitude that strikes a balance between stringency, responsibility and honesty with suppliers, a sincere cooperation with government authorities in countries where the Group operates and being an active agent in the advancement of society.

Dialogue with stakeholders is essential for Saba; In May 2019, the company organized the *Barcelona Vanguardia Mobility* at its headquarters. It is a day of reflection through *design thinking techniques*, which began with a round table in which representatives from different universities, Government Authorities and mobility consultants participated. Subsequently, there was an exchange of ideas with several Saba middle managers, from which an infographic was created that included the main ideas addressed during the event. Based on this infographic, a discussion was held on different approaches, looking at business opportunities and possible solutions with mobility as the core theme.

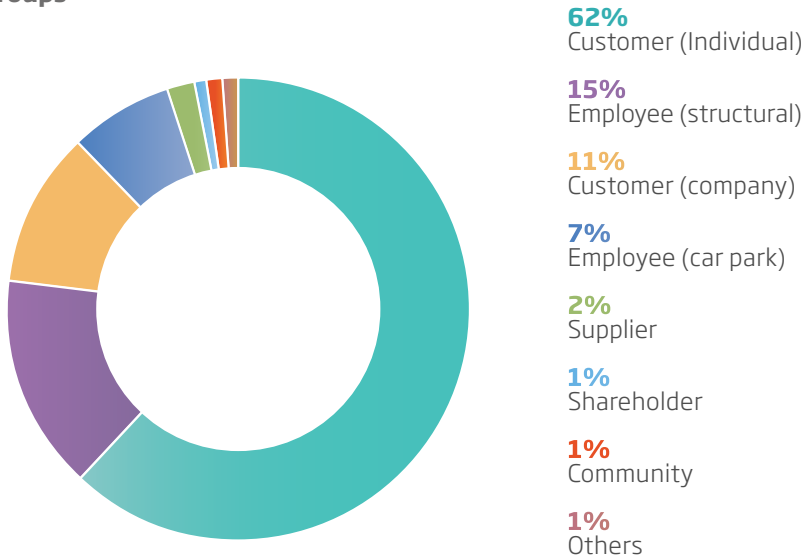
Materiality

Saba has drafted a classification of priorities on aspects of corporate governance, employment, product and service, relationship with the region, responsible purchasing, the environment and sustainable mobility.

This classification is based in a materiality analysis which consisted initially of a comparative study of companies in the sector, and which was later expanded through a detailed analysis of the non-financial information reported by various sectoral and CSR benchmarks. It was completed through an online survey aimed at the stakeholders, which made it possible to contrast the ratings initially assigned to each of the aspects and to determine the priority issues (materials).

This survey obtained 634 valid responses, the distribution of which can be seen in the following graph by stakeholder:

Distribution of Responses by Stakeholder Groups



Afterwards, following the dynamics adopted in the previous edition, Saba updated the materiality analysis using in-depth interviews with the leading internal players in charge of the different key areas of the organization.

The general structure of the report is shown below, broken down by the issues identified as material to the Group, in accordance with GRI Standards, both in terms of Saba’s management and relationship with the environment and society, and which are described in detail in this report.





Strategic Pillars

Saba's policy integrates commitment, responsibility and an active relationship with society and the territory as an essential part of the company's management and development philosophy. One of the strategic pillars is ethics and integrity, understood as transparency, efficiency, sustainability of the activity and risk assessment in an efficient manner.

Ethics and integrity

Mission, Vision and Values

Saba is inspired by and bases itself on its Mission, Vision and Values to establish the guiding principles for management throughout the Group.

Mission: To provide solutions to the need for sustainable mobility, offering car park availability and complementary services to customers.

Vision: To be an international leader in the car park and sustainable mobility services sector, a benchmark in quality of service, innovation and technology.

Values
, how we act



Risks and compliance

Saba has a Corporate Risk Management (CRC) model that ensures that the company's risks are made known to the corresponding managers and establishes control measures in order to anticipate and mitigate their impact. The risk identification process seeks to detect the elements that could prevent or limit the achievement of corporate objectives, prioritized according to their impact (financial, continuity of operations / service, reputational / corporate social responsibility) and the probability of their occurrence.

The Corporate Risk Management model incorporates control activities whose objective is to mitigate the identified risks, ensuring a comfortable environment while carrying out the company's activities associated with a significant level of risk for Saba. The control activities have directors responsible for their execution (who carry out the day-to-day control) and supervision (verifying the control) as well as frequency, typology (preventive or detective control) and effectiveness through periodic audits of control activity and its associated evidence. All control activities must be properly documented and communicated and are carried out by the areas responsible for them within the defined execution deadlines.

The main strategic risks identified related to the business model in the car park sector are as follows:

- **Mobility ecosystem:** Changes in the Administration and the urban policy in cities (new urban areas, restriction of traffic in central areas, etc.) as well as changes in the mobility and travel habits of people (new alternative transport services, electric cars or carsharing, etc.).
- **Time horizon of contracts:** Risks derived from the length of service of the concessions and contracts in the portfolio and the degree of their substitution capacity for new business opportunities that ensure the growth of the company. Contracts are subject to termination by the grantor for reasons of public interest, in circumstances stipulated in public law or under contractually agreed terms and conditions.
- **Technological innovation:** Development of proactive technological innovation in the medium and long term, aligned with the strategy and taking into account the requirements of all of Saba's departments.
- **Competitiveness and efficiency:** Ensuring the sustainability of the business taking into account the competitors in the sector. On the other hand, it is necessary to align the Group's products and value proposition with the needs of customers in all countries, ensuring the desired quality levels. Additionally, cost and management efficiency is required as an additional strategic element to the value proposition (products or services) to customers.

• **Transformation of the Organization and Talent:** New digital technologies, changes in strategies and/or consolidation of projects require joint action plans. It is necessary to equip the entire organization with the capacity to take on the challenge of new digital technologies and adaptation to the technological transformation of the current environment, which implies a change in the strategies to be implemented and the consolidation of projects. This requires joint action plans and requires the organization to be competent to ensure talent (recruitment, retention, training, promotion and succession).

Additionally, the main operational risks identified are set out below:

• **Business continuity:** Possible business interruption due to asset availability problems, discontinuity of operations, incidents in data processing centres (CPD and CCC room), availability of resources, reputational damage as a result of operational failures, natural disasters, pandemics, strikes or other types of contingencies that affect business continuity.

• **Cybersecurity:** The organization's ability to protect business information assets against cyberattacks (which can disrupt operations, damage the organization's reputation and/or cause significant revenue losses), taking into account the current digital transformation towards cloud service models.

• **Systems:** Risks derived from the conceptualization and materialization of the systems map, which can generate the existence of manual operational processes and for which a high degree of fluency of communications is required (robustness), and risks derived from the adaptation of the systems to the business logic (product flexibility and reliability).

• **Project portfolio management:** High volume of projects that accompanies the Group's transformation process, which implies an identification of needs, prioritization for their execution and materialization, with cross-cutting effects that require the participation of many actors or interlocutors throughout the company.

• **Car park security:** Contingencies related to the safety of people in the facilities (theft, unwanted personnel in the car parks, etc.) and the adequate accompaniment of customers in these situations.

In the current context, the following more significant legal and regulatory compliance and reputational risks are also observed:

• **Data protection:** Risks derived from the security, integrity and confidentiality of the information in relation to the protection of personal data of legal persons (their treatment and circulation), as well as in the personnel's access to them.

• **Labour related:** Generation of conflicts due to the climate and labor conflict, absenteeism, strikes or negotiation of agreements, or, where appropriate, due to labor inspections or legal proceedings. During this financial year, the Group has brought to life different labour files for the temporary regulation of employment in the Group's companies and in different countries, in order to mitigate the impacts of COVID-19, affecting structural and business personnel in the car parks.

• **Adaptation to regulations and litigation:** Risks derived from the increase in regulations and their continuous changes, especially due to COVID-19, with the legal uncertainty that this may entail. At the same time, also with the occurrence of COVID-19, there is an increase in the negotiations of the different contracts and certain litigation with third parties.

Corporate Governance

Respect for human rights is one of the main obligations that Saba takes on in the development of its operations and actions. In this area, the company uses as its reference the regulations set forth in the United Nations Guiding Principles on Business and Human Rights and in the Guidelines of the organization for Economic Co-operation and Development (OECD). Likewise, Saba attends the main conventions of the International Labour Organization (ILO) on labour rights and complies with all the legal regulations in each of the countries where it operates.

Saba has a Code of Ethics, approved in 2013, that establishes the moral reference framework that must govern the behaviour of the company and its professionals.

The Code of Ethics has been approved by the administrative bodies of the various Saba branches that make up the organization and has been made available to the entire Saba workforce in Spain, Portugal, Italy and Chile for their reference, with this Code of Ethics being binding for all employees. By 2021, Saba plans to approve and disseminate the Code of Ethics in the branches in Germany and Andorra and the implementation of the dissemination mechanisms for professionals in the United Kingdom, the Czech Republic and Slovakia. The behavior of all the people who work in the organization must be absolutely respectful of the legal provisions in effect in any country in the world in which Saba operates.

<https://saba.eu/en/corporate-information/code-of-ethics>

As established in Article 5 of the Code of Ethics, Saba undertakes to act at all times in accordance with current legislation and with respect for human rights and the freedom of individuals. Specifically, with respect to human rights, Article 6 of the Code of Ethics establishes that Saba does not accept any conduct when dealing with consumers or third parties that may be interpreted as discrimination based on race, ethnicity, gender, religion, sexual orientation, union affiliation, political ideas, convictions, social origin, family situation or disability, or as intimidating or offensive behaviours.

The internal regulation established in this area is the Protocol for Prevention and Action Against Sexual and/or Workplace Harassment. This protocol is available to all employees on the corporate Intranet for consultation and, if necessary, implementation.

In the development of the principles of the Code of Ethics, Saba has approved a Policy for Prevention of Corruption and for Relations and Correspondence with the Public Authorities and Third Parties, as well as internal regulations defining that criteria that must be met by all of the branches that make up the organization, in order to set the criteria that the companies that make up the Group must comply with in dealing with Government Authorities and both domestic and foreign officials and authorities, as well as in their relations with other companies. Its main objectives are to:

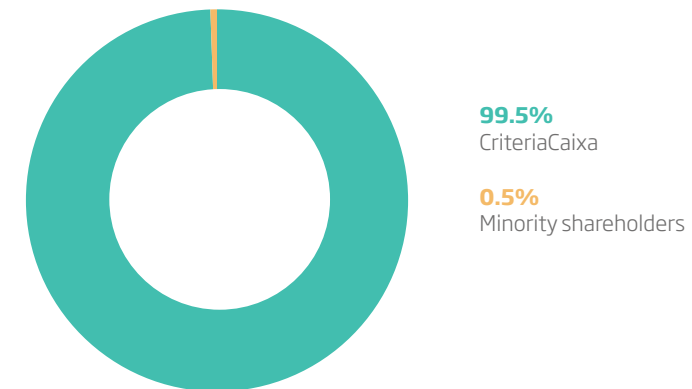
- Establish principles of action for employees in their dealings with Public Authorities and private companies.
- Protect the process of free competition and concurrence in all those public tenders to which Saba companies can apply.
- Protect free competition and participation in the acquisition and/or delivery of goods and/or services.
- Implement a Zero Tolerance for Corruption policy both in relations with public authorities and with private business.

The Code of Ethics and the Anti-Corruption Policy govern the actions of Saba as a company and of all the companies it controls, both in Spain and in the other countries where it is present, notwithstanding the adjustments that may be made in order to respect the specific legislation of each of the countries where these companies are located. Both documents are binding for all members of Saba's Management Bodies, managers and professionals of the organization.



Shareholding Structure

Saba Shareholders
at 31 December 2020



The Group has a Shareholder Office which boasts a number of tools. These allow not only maintaining regular contact with shareholders but providing them with relevant Saba information, especially in relation to activities, results or developments that may be of interest. With a management clearly orientated to quality of service, the Shareholder Office responded in 2020 to more than 430 queries (295 queries in 2019), mostly related to the sale of shares by shareholders with minority representation.

Given the situation caused by the COVID-19 pandemic, Saba has in 2020 implemented various measures aimed at ensuring the participation of shareholders in decision-making with all health and safety guarantees. In this regard, on certain occasions the General Shareholders' Meeting was held electronically, implementing the appropriate legal measures to also guarantee its legal security. Face-to-face Meetings have also been held, while always adopting all the measures available to Saba that guarantee the safety and health of shareholders.



Governing Bodies

Board of Directors

at 31 December 2020

President

Salvador Alemany Mas · Appointment date 14/12/2011

CEO

Josep Martínez Vila · Appointment date 14/12/2011

Chair

Marcelino Armenter Vidal · Appointment date 31/10/2019

José Manuel Basáñez Villaluenga · Appointment date 14/12/2011

Óscar Valentín Carpio Garijo · Appointment date 31/05/2017

Estefanía Collados López De María · Appointment date 19/06/2013

Adolfo Feijoó Rey · Appointment date 31/10/2019

Alejandro García-Bragado Dalmau · Appointment date 12/06/2018

Juan José López Burniol · Appointment date 14/09/2018

María Dolores Llobet María · Appointment date 14/12/2011

José María Mas Millet · Appointment date 14/09/2018

Elena Salgado Méndez · Appointment date 22/06/2020

Joseph Zacharioudakis · Appointment date 22/06/2020

Secretary (non-Board Member)

Carlota Masdeu Toffoli · Appointment date 14/09/2018

Non-Executive Deputy Secretary

Silvia Medina Paredes · Appointment date 14/09/2018

Management Team

at 31 December 2020

President

Salvador Alemany Mas

CEO

Josep Martínez Vila

Car Park Division Spain

Jordi Díez

International Car Park Division

Josep Oriol

Economics and Finance

Josep Maria García

People and Organization

Clara Alonso

Technology and Systems

Joan Manel Espejo

Technical

Amadeu Martí

General Secretariat and Legal Department

Carlota Masdeu

Business Development, Planning and Control

Miguel Ángel Rodríguez

Integration, Projects and Mobility

Joan Viaplana

Communication and Institutional Relations

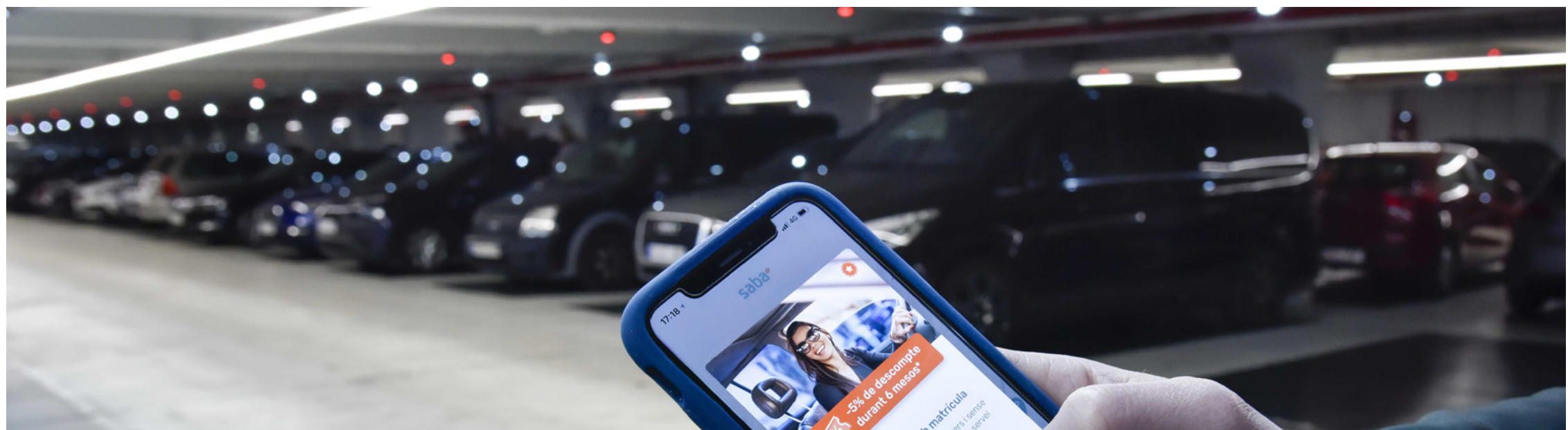
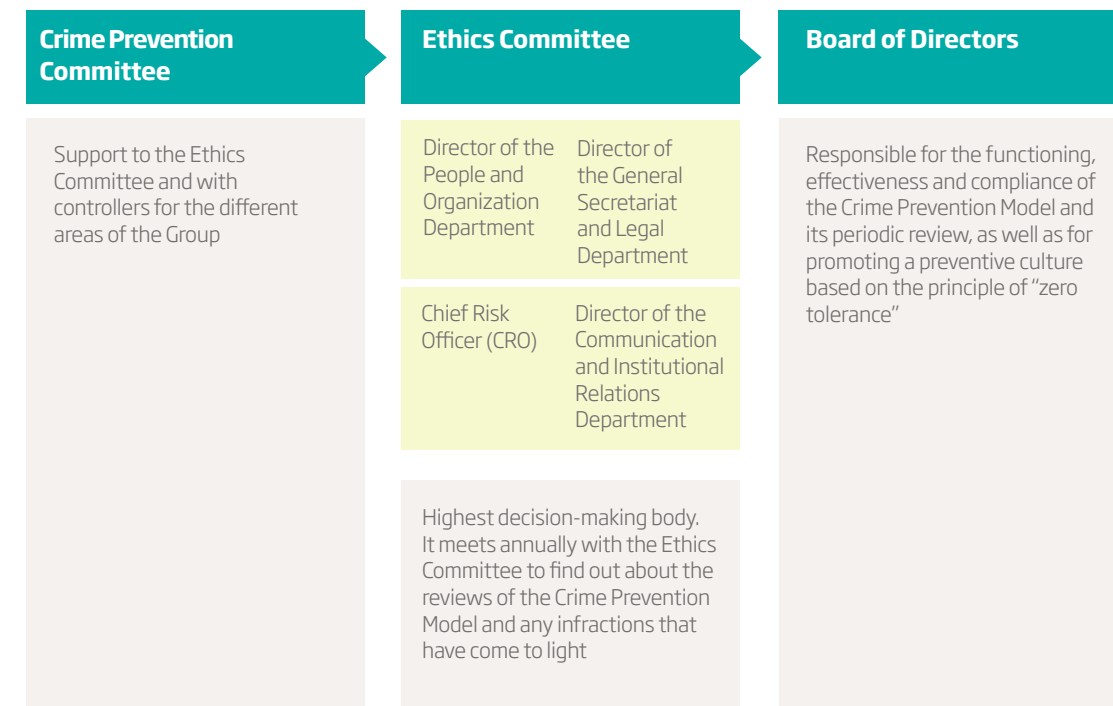
Elena Barrera

Saba's main actions in ethical conduct

Since 2011, Saba has approved and implemented various regulations and procedures with the aim of establishing transparency, efficiency, responsibility and sustainability as the basic pillars that guide the company's performance. Along these same lines, the organization has implemented a series of measures aimed at preventing the committing of crimes. The most relevant are listed below:

- Crime Prevention Handbook, approved by the Board of Directors in March 2017 and updated in March 2019. Updating of Saba's Criminal Risk Matrix and existing controls and the Crime Prevention Handbook—and actions to satisfy the anti-corruption ISO standard. Deployment of the Handbook in all the countries where the company operates.
- Crime Prevention Model control structure
 - Board of Directors
 - Ethics Committee
 - Criminal Risks Prevention Commission
- Ethical Channel. Through which indications or suspicions of behaviours contrary to the law and/or an infraction of the Code of Ethics can be communicated.
- Specific training for employees.
- Belonging to ASCOM (Spanish Compliance Association).

Crime Prevention Model control structure



Impact on social and economic issues

Direct economic value generated and distributed.

		31/12/2019	31/12/2020
Direct economic value generated		304,836	200,529
Income	Net sales, income from financial investments and income from sale of assets.	304,836	200,529
Distributed economic value		(294,871)	(247,417)
Operational costs	Costs of maintenance, leasing, supplies, general services, and for service providers in general. .	(166,453)	(155,046)
Employee salaries and benefits	Cost of employees and directors.	(64,534)	(55,146)
Capital suppliers	Financial expenses and dividends.	(43,136)	(39,603)
Taxes on gains	Taxes on financial year gains	(20,748)	2,378
Economic value retained		9,965	(46,888)

The data regarding economic variables, performance and financial management is published in the [2019](#) to [2020](#) financial year Annual Report. In this regard, the profit and loss for the 2020 financial year generated in each of the countries that constitute Saba's scope of operations is indicated below:

Profit and loss for the 2019 and 2020 financial years by country

Amounts in thousands of euros	2019	2020
Portugal	7,559	2,429
Andorra	3,105	167
Slovakia	2,640	(153)
Germany	1,340	(884)
Czech Republic	215	(1.186)
Chile	167	(3.547)
Italy	(29)	(5,333)
United Kingdom	(1,300)	(11,709)
Spain	(3,731)	(26,672)
	9,965	(46,888)

The Value Chain

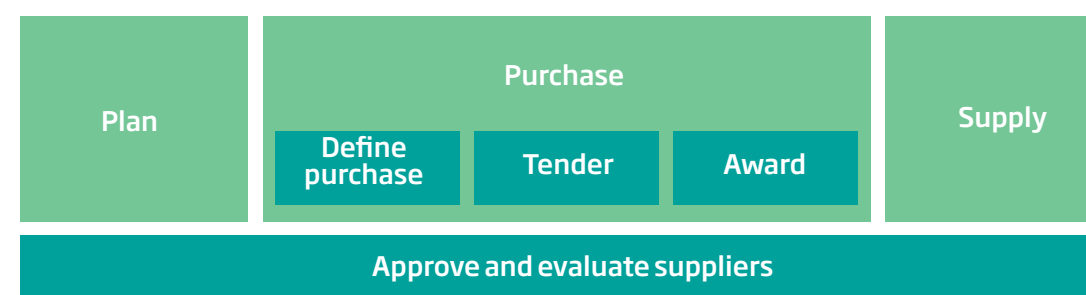
Saba's acquisitions are regulated through the Purchasing Model, currently reaching Spain, Italy, Portugal and Chile. This model establishes the need to define the allocation criteria in advance and includes technical, economic, legal, environmental and occupational risk prevention and occupational safety criteria.

Additionally, the Purchasing Model identifies the cross-cutting process of Approving and Evaluating Suppliers by which information is requested and validated from suppliers on environmental issues and health and safety at work. In particular, information related to ISO 14001 and ISO 45001 certifications is requested.

Regarding the supervision and audits carried out in the purchasing processes, the Purchasing Model regulates the participation of the purchasing area and management control, as well as the required approvals. The result is reported to the corresponding Committees for monitoring purposes. Lastly, the supervision and auditing processes carried out by the Internal Audit Area incorporate the Saba Procurement Process within their scope.

Saba works with supplier companies that promote the social integration of people with disabilities, those at risk of social exclusion, etc. In this sense, it is worth highlighting the hiring in Spain of external services through a company with a clearly social purpose and the insertion of people with disabilities into the labour market. In this way, Saba intends to support the labour inclusion of people with disabilities and generate quality employment for this social group who experiences greater difficulties in the job market.

Given the situation generated by COVID-19, the company has articulated the required health and safety measures with its suppliers in order to ensure the well-being of suppliers, workers and customers.



Staff

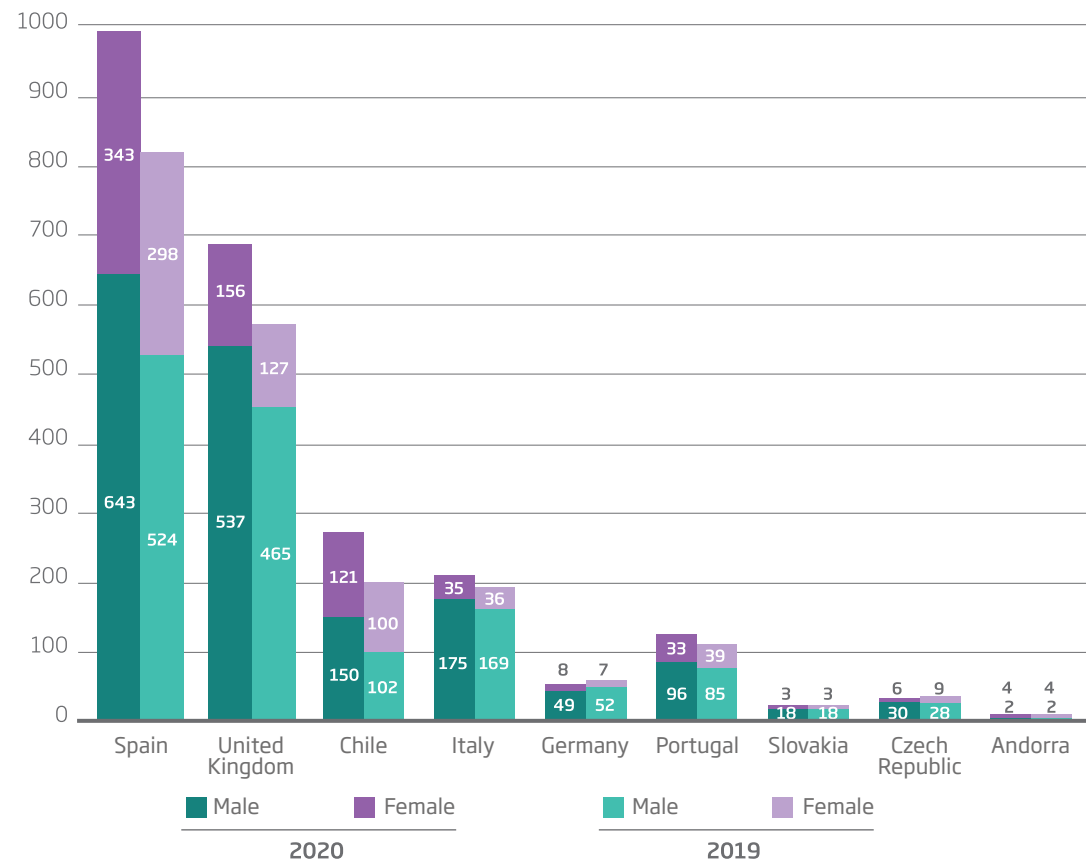
The people who make up the organization are the essential basis for sustaining what might be called the Saba style: a culture of customer support, commitment to the environment, responsibility and honesty towards suppliers, and involvement in society. The Group works to ensure equal opportunities and non-discrimination, ensuring that there is adequate alignment between the needs of its professionals and the strategic objectives, fostering a relationship of mutual commitment to progress together.

The five pillars on which Saba's corporate culture is based reflect the importance of people in achieving the success of the organization:

- Providing people with an optimal working environment based on mutual trust and commitment.
- Promoting collaboration and dialogue at work.
- Offering opportunities for growth and professional development.
- Managing Diversity as a Source of Wealth for Innovation and Learning.
- Working with professional and skilled teams to contribute to the continuous efficiency and improvement of the Group.

Workforce by country and gender

as of December 31



Workforce by gender as of December 31, 2020



The distribution by sex and job category as of December 31

	2019			2020		
	Men	Women	Total	Men	Women	Total
Management positions	7	3	10	7	3	10
Middle management	66	34	100	63	35	98
Other personnel	1,627	672	2,299	1,375	585	1,960
Total	1,700	709	2,409	1,445	623	2,068

The total number of employees as of December 31, 2020 is 2,068, compared to 2,409 on the same date the previous year. The reduction in the number of employees is due to the adequacy of resources during the financial year, through the reduction of the hiring of temporary personnel or the termination of management contracts.

The distribution of employees by gender at the Group's global level corresponds to 70% men (71% in 2019) compared to 30% women (29% in 2019).

After the incorporation of the countries of the United Kingdom, Germany, the Czech Republic and Slovakia in 2019, during the 2020 financial year the company advanced in its integration process, carrying out a review of the functions in order to homogenize and equate the professional categories with the Group job catalogue. As a consequence, the 2019 indicators that refer to middle managers and the rest of the workforce have been adapted in order to facilitate comparison with 2020.

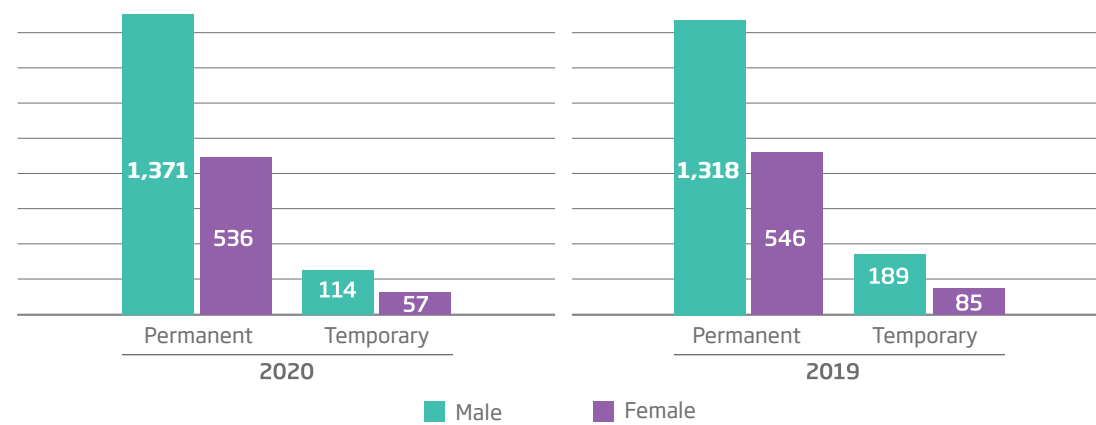
For these purposes, in the same way as in the previous year, Executive Positions are understood to be all directors and assimilates who carry out their management functions under direct reporting to the Chief Executive Officer.

Types of contract

For these purposes, a fixed contract is understood to be any contract without an end date, while a temporary contract applies to all the rest. As previously explained, in order to adapt resources to the decrease in activity caused by the COVID-19 pandemic, the Group has significantly reduced the incorporation of temporary employees. At the closing of the 2020 financial year, the workforce possessing a permanent contract accounted for 92% of the total, higher than the 83% it accounted for in 2019.

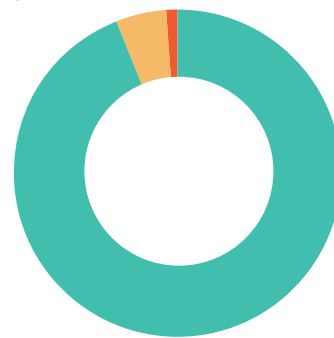
Workforce by Contract Type and by Gender

as of December 31



Workforce by Contract Type and Occupational Classification

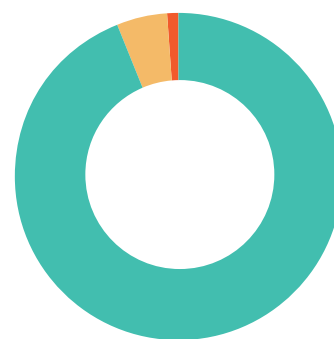
at 31 December 2020



- 10** Permanent - Senior Managers
- 98** Permanent - Middle managers
- 1,800** Permanent - The rest

Note: There are **224** temporary employees, none of which occupy senior or middle management positions.

as of 31 December 2019



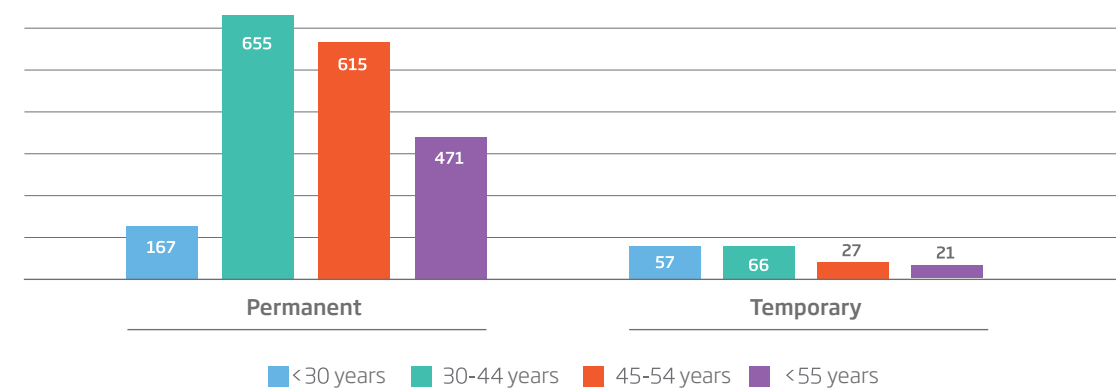
- 10** Permanent - Senior Managers
- 100** Permanent - Middle managers
- 1,754** Permanent - The rest

Note: There are **275** temporary employees, none of which occupy senior or middle management positions.

The company's employees are key to achieving its success and this means the organization needs to offer opportunities for growth and professional development, as well as include a diversity of personnel as a source of wealth for innovation and joint learning. Therefore, Saba's objective is to achieve a balanced distribution of the workforce across age ranges. Currently, the average age of Saba employees is around 40 years old and most of the workforce is between 30 and 54 years old.

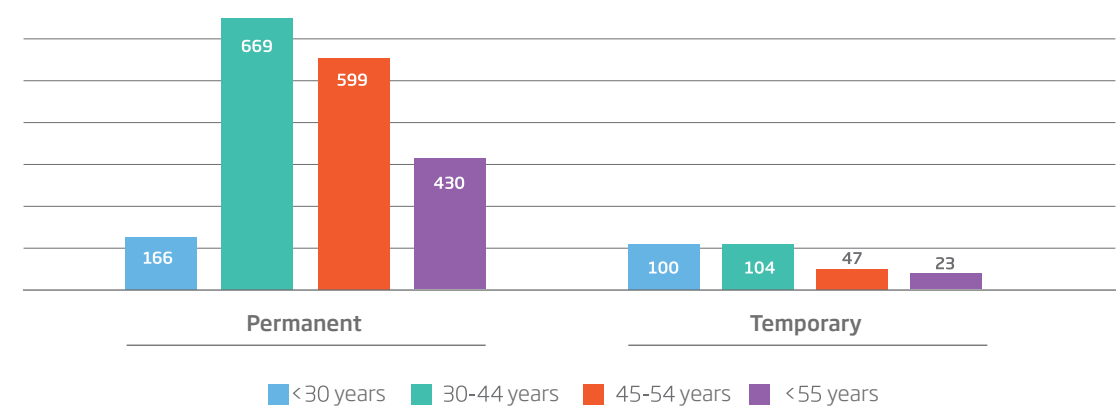
Workforce by Contract Type and by Age

at 31 December 2020



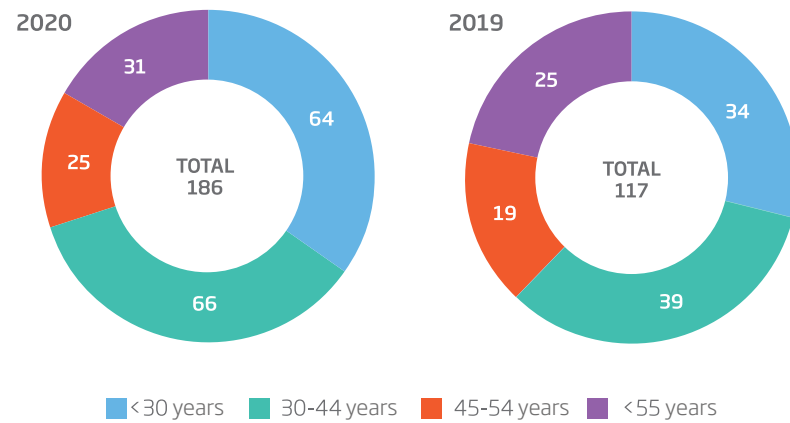
Workforce by Contract Type and by Age

as of 31 December 2019



Layoffs

Layoffs by age as of December 31



In 2020, layoffs increased compared to the previous year, caused to a greater extent by the terminations of management contracts, as mentioned above, as well as by internal reorganization measures.

Layoffs 2020: 186*



*while in 2019 the layoff situation included 86 men and 31 women, with a total of 117.

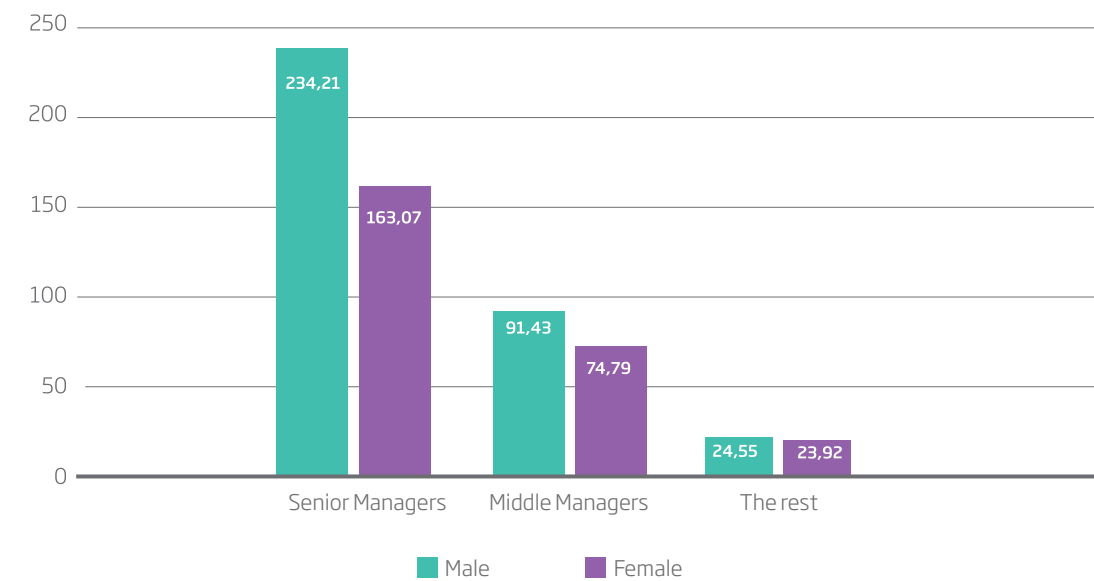
Remuneration

Average remuneration by gender at 31 December 2020



Average remuneration by gender and by professional classification as of 31 December 2020 (thousands of euros)

as of 31 December 2020 (thousands of euros)



¹ The calculation of the previous average remuneration includes all the remuneration concepts existing in the organization (fixed remuneration, variable remuneration and social benefits) according to conditions agreed by contract. As indicated above, the 2019 data in relation to middle managers and the rest of the workforce has been adapted to the Group's job catalogue in order to present it comparably to the 2020 data.

Average remuneration by age and professional classification as of December 31, 2020 (in thousands of euros)

	2020				Total
	<30 years	30-44 years	45-54 years	>55 years	
Senior Managers	-	-	207,143	218,593	212,868
Middle Managers	-	57,476	92,977	120,567	85,487
Rest of the staff	18,319	22,399	27,239	26,529	24,367

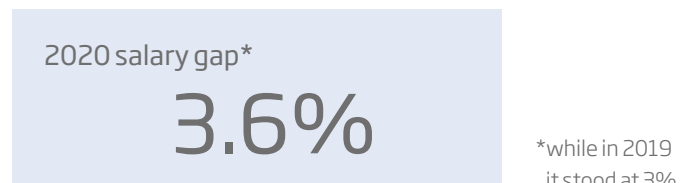
While in 2019 the average remuneration by age and professional classification was as follows:

	2019				Total
	<30 years	30-44 years	45-54 years	>55 years	
Senior Managers	-	267,786	204,151	228,752	222,815
Middle Managers	-	59,612	96,798	117,490	85,727
Rest of the staff	19,428	23,782	27,835	26,290	24,824

Wage Gap

In recent years, positive progress has been made in terms of gender equality in the labour market, increasing the rate of incorporation of women into the workforce and initiating the process of equalization of wages between both genders.

The salary gap, understood as the salary difference between the salaries of men and those of women, expressed as a differential percentage of the female salary with respect to the male salary, is present in Saba companies for the year 2020 at a consolidated 3.6%.



For several years now, Saba has been working to reduce the wage gap, with multiple initiatives that reflect its commitment to equal opportunities and transparency.

If we isolate the effect of the exchange rate in those countries with a currency other than the euro, the wage gap stands at 3.5%. Likewise, due to the complex economic situation derived from the international pandemic, it has not been possible to carry out actions that contribute to reducing the wage gap during the 2020 financial year.

Nowadays, there is still clearly a long way to go, so reducing the gap remains one of the Group's objectives.

Health and safety

Saba conceives Health and Safety at work as one of its strategic and priority pillars, as well as a commitment to comply with it in all its actions, based on the fundamental principle of protecting the integrity of both the professionals on staff and the people who work for collaborating companies in the development of their activity at Saba's facilities.

The exceptional situation caused by the COVID-19 pandemic has forced us to focus our resources and efforts on the creation of protocols for action against COVID-19 at the Group and at the country-specific level in order to provide a global response, addressing a wide variety of issues from a holistic and multi-faceted perspective:

People perspective	Workspace perspective	Coordination perspective/ Management of third Parties
<ul style="list-style-type: none"> • Sensitization. • Training • Protective and preventive measures (PPE: use of protective masks, hydroalcoholic gel, protective screens between work spaces), follow-up of cases and incidents and carrying out of Covid tests • The company provided 58% of the workforce (in Spain, Italy, Portugal and Chile) to carry out the antigen test in order to ensure the protection of workers against COVID-19. 	<ul style="list-style-type: none"> • Adaptation of work spaces. <ul style="list-style-type: none"> • establishing safe distances • incorporating protective screens • determination of capacity in common work spaces • establishment of cleaning measures • specific disinfection and ventilation in each case • internal and external signage 	<ul style="list-style-type: none"> • Proactivity in coordinating with: <ul style="list-style-type: none"> • suppliers • customers • other

Given the situation of uncertainty generated, the protocols have been adapted to the multiple changes in the evolution of the pandemic in the different countries.

The countries in which Saba has been most impacted by the pandemic at the employee level are Spain and the United Kingdom. In these countries, both the rates of infected employees and the level of absenteeism significantly exceeds the average of the rest of the countries. Despite the efforts made by Saba to protect the health of employees, unfortunately there have been three deaths, all of them precisely in the countries mentioned, the infections having occurred due to circumstances beyond the company's control.

On the other hand, Saba has integrated into the 2020 annual ISO Certification process the carrying out of a new Certification linked to the COVID-19 protocols developed by Aenor, in order to ensure the suitability of the established global pandemic management plan, as well as to be able to guarantee the safety of our facilities and services to the different stakeholders.



Saba, as the provider of the public car park service, relevant as an accessory activity and necessary to facilitate the action of critical and essential services, has continued to offer this service to citizens and its customers, except for some private centres and, in the initial months of the pandemic, many of the areas. In order to ensure the service, the Customer service and Control Centre (CCC), which serves several of the countries where Saba operates, has been able to work virtually with remote operators. Similarly, to avoid contagion among personnel, we have also created two new physical locations for CCC personnel, in addition to the existing personnel. Likewise, as a contingency measure in the pandemic situation, an attempt has been made to minimize the presence of employees in the car parks wherever possible. The service has been maintained with the CCC and/or by expanding the number of car parks managed by an operator through the PAME* management model.

The office personnel has spent a large part of the year working remotely. In the case of Spain, a self-assessment questionnaire on the prevention of occupational risks in the workplace has been sent to the personnel at home, facilitating the obtaining of necessary resources such as monitors, ergonomic chairs, etc.

In 2020, work was also carried out on the migration of the prevention management system based on the OHSAS 18001 standard to the new ISO 45001 standard, adapting Saba's Health and Safety Policy to this new ISO 45001 standard. Additionally, the implementation of the Health and Safety and GIS management tool (Gconecta) has continued in the rest of the countries.

*PAME is a Saba employee, head of various car parks, who travels to nearby premises in a sustainable vehicle, in order to meet the needs of each of the assigned car parks.

In terms of work accidents, understood as those accidents that have or have not resulted in sick leave:

	2019		2020	
WORKPLACE ACCIDENTS	85	36	69	21
WORK-RELATED SICKNESS	0	0	0	0
FREQUENCY RATE	8.97	14.45	4.22	5.13
SEVERITY RATE	0.19	0.36	0.03	0.13

Note: No work-related fatalities have been recorded.

There was a 25.6% decrease in the number of accidents at work compared to the previous year, as well as a 55.3% decrease in the frequency of accidents resulting in sick leave and a 75% decrease in their severity.

The decrease in these indicators is due to the situation caused by the COVID-19 pandemic, which has led to a lower presence of employees in car parks, appropriate for existing activity levels, as well as remote working in office workstations.

Reduction in the number of accidents at work compared to the previous year



-25.6%

Reduction in the frequency of accidents with sick leave.



-55.3%

LOPD of health and safety data

Saba is highly committed to security and, in particular, to the confidentiality of employee data. The organization has appointed a Data Protection Delegate, whose appointment has been communicated to the competent control authorities. Relatedly, there is a Privacy and Information Security Committee, with the participation of the Legal Advice, Organization and Technology and Systems areas whose functions, among others, are to ensure compliance with the regulations on protection of personal data and that the security measures implemented make it possible to achieve the organization's security objectives and to minimize existing risks to an acceptable level.

All users of the organization receive specific training to know how personal data should be managed and, given the sensitivity of the data processed, the personnel in the People and Organization area have received additional training to deepen this knowledge.

Also noteworthy is the existence of user registration, modification and cancellation processes that guarantee that users only have access to the information they need to carry out their functions and that such access is immediately revoked when it is no longer necessary.

Information related to employees and, especially, health data, is subject to special treatment as they are considered confidential and must be treated, if necessary, with greater guarantees. The basis for the processing of such personal data is compliance with current legislation on the prevention of occupational hazards and the purpose of the processing is to guarantee the safety and health of Saba employees. The data is processed by the Medical Service and, in cases where it is essential for compliance with the legislation, by the Saba Prevention Service. Regarding the measures applied to guarantee data security, said data is stored in protected repositories and is not communicated to third parties, unless there is a legal obligation.

Absenteeism²

The number of hours of absenteeism accumulated during the 2020 financial year was 242,334 hours (197,820 hours in 2019), which is an increase of 22.5% compared to the previous year. The analysis of absenteeism in 2020 indicates that 78% of it is due to sick leave due to common sickness, increasing substantially in all the countries where Saba operates, with the exception of Italy. The increase in this type of absenteeism is caused by the COVID-19 pandemic which has had a serious impact on people's health, having produced numerous long-term casualties either due to contagion or due to having to undergo periods of confinement due to having been in contact with a positive COVID-19 patient.

For the rest of the cases, the most significant causes are common sickness, unexcused absences, general medical visits and visits to specialists, and paid leave.

² The calculation of absenteeism has been carried out taking into account all absence from the job in hours that correspond to the working day, within the legal working day. Most of the absences are derived from the COVID-19 pandemic situation that we have experienced, with the absences caused by the mandatory quarantines. For the rest of the cases, the most significant causes are common sickness, unjustified absences, visits to general doctors and specialists and paid leave.

Measures for work-life balance

For Saba, the balance between work, family and personal life is part of the strategy to facilitate the achievement of effective equality for men and women. The company is committed to joint responsibility as it is a key value to be promoted in society, to achieve effective equality, by adopting measures that help to re-balance these roles.

All employees entitled to parental leave in 2020 took it and a total of 36 employees returned to work in 2020 after the end of their parental leave.

The number of employees who returned to work after the end of their leave and who were still employed 12 months after returning to work was 33 in 2020, compared to 35 in 2019. In this regard, the rate of return to work and retention of employees who took parental leave stands at 80% in 2020 compared to 79% in 2019.

On the other hand, the digital transformation in which the Group is immersed will entail measures to make the working day more flexible, which must be formalized in the short to medium term.

In 2019, all structural personnel were provided with the appropriate equipment that would allow remote connectivity, which facilitates flexible schedules, work-life balance and enhances joint responsibility between men and women.

Measures for disconnecting from work

Saba currently does not have a common policy or specific internal regulation aimed at reducing the permanent connectivity of its employees. However, there are countries where Saba operates that do have different initiatives in this regard. The Group is committed to offering employees a responsible and balanced work environment and context.

Labour relations

Saba is firmly committed to fundamental rights, freedom of association, collective bargaining and the continuous search for agreements, as well as respect for the freely chosen representatives of workers in all the countries in which the Group operates.

Percentage of Employees Covered by Collective Bargaining Agreements

	Spain	Italy	Portugal	Chile
2020	100%	100%	100%	50%
2019	100%	100%	100%	57%

Note: The employees in Andorra are governed by the provisions of the Labour Relations Code, regulated by law.

In the case of the United Kingdom, Germany, Slovakia, the Czech Republic and Andorra, there are no collective bargaining agreements.

In general, the labour relations system establishes different types of union representation, organized through Workers' Committees or through Personnel Delegates. The applicable Collective Agreements provide for various channels of communication with the representatives, which are implemented through Committees to address general and specific aspects. However, additionally, at the request of both parties, *ad hoc* meetings may be held in response to needs that arise at any given moment.

The mechanisms for employee consultation and participation are implemented through regular meetings, some of them related to health and safety, although different meetings are often held in order to know the opinion and awareness of employees with respect to matters of interest.

In Spain there are three formal Health and Safety Committees and regular meetings are held, the percentage of employees represented being 40% in 2020 compared to 47% in 2019.

In Italy and Chile, 100% of the workforce are covered by Health and Safety Committees and, in Portugal, two annual surveys are conducted aimed at personnel to carry out the consultations and requests they deem appropriate.

Training and professional development

Employees' professional and personal training and development is one of the Saba group's strategic areas for creating value.

In keeping with this approach, Saba has established annual Training Plans in which it specifies the training activity to be carried out in each financial year, creates plans and prioritizes in order to respond to the training, integration and professional development needs of employees, taking into account the strategic lines of the Group.

It should be noted that the health crisis caused by the coronavirus has had a direct impact on the training methodology that Saba had been implementing to a greater extent in face-to-face training, and has made online training an essential tool for corporate training and a motivating challenge for the workforce. Saba has opted for the virtual classroom and/ or distance training/e-learning methodology, the most prominent in all the Saba Group countries.

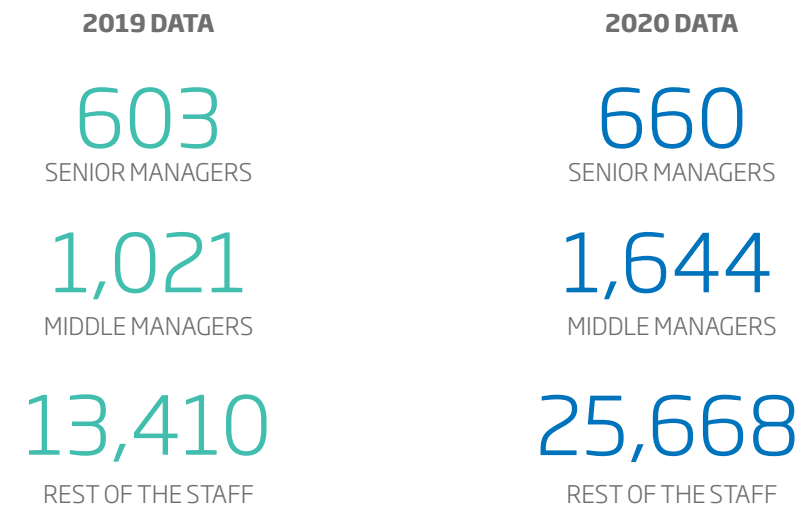
The pandemic situation has required that our employees be trained and informed at all times, and it is for this reason that different training actions focused and orientated to the protection of one's health and that of the employees have been carried out, as well as protection programs for the psychosocial risks stemming from the crisis, and good remote working practices. Some of the reference actions carried out in this line have been:

- The remote training course "Returning to Work and Stress Management" whose objective was to prepare the employee for his/her return to work after the COVID-19 crisis and to facilitate the acquisition of all the tools necessary to do so with adequate psychosocial health.
- "Psychoemotional Training" (Campus Saba platform) with the aim of helping in the management of emotions, stressful situations and uncertainty in the face of the pandemic.
- "Prevention against Coronavirus Contagions" (Campus Saba Spain and Portugal).
- Current publications on the Intranet Spain and Portugal and via mailbox #BacktotheFuture to the rest of the countries of the Group in reference to COVID-19.
- Delivery of a #BacktotheFuture Welcome Kit, with individual protection elements.

In addition to the training commitment, Saba has also made a commitment to the people who create the trainings and their emotional well-being, acting and promoting healthier and more productive work environments. To this end, it has implemented the #PAE service (Employee Assistance Program), a tool to help and protect the psychological health and emotional well-being of employees, with total confidentiality, operating 24 hours and 7 days a week.

In 2020, a total of 15,034 hours of training were delivered, while in 2019 a total of 27,972 hours were delivered.

Training hours graph by professional category



Equality

Saba is a Group committed to equal opportunities, promoting an environment that favors diversity, inclusion, transparency and non-discrimination. Saba's values are based on respect and appreciation of a diversity of talent, convinced that this sum of singularities favours the creation of a more satisfactory workspace and the achievement of the Group's results.

The Group has various standardized policies and guidelines shared with the entire organization. The main equal opportunities policies implemented are related to personnel recruitment, promotion, training and development; occupational risk prevention and health; remuneration; and labour relations. In Spain, Saba has implemented an Equality Plan for the companies Saba Infraestructuras and Saba Aparcamientos and is working on the rest. In the UK, Saba has an equality policy and procedures that ensure equal opportunities and non-discrimination.

In the rest of the countries where Saba is present, Saba is drawing up equality plans, as well as protocols for the prevention and control of workplace and/or sexual harassment. In all of them, the commitment to Equal Opportunities is governed by principles common to those implemented in Spain.

The company is aware that the situation derived from the COVID-19 pandemic has generated complex personal situations in need of management, and is clearly committed to joint responsibility between men and women, one of the values to be promoted in society to achieve effective equality.

Regarding the employment of people with disabilities, in 2020, 2.4% of Saba's total workforce had some type of disability (2.3% in 2019).

In addition, one of the measures established in the current Equality Plans establishes is the active collaboration with foundations, official and non-governmental organizations in the workplace integration of personnel with difficulty accessing the labour market.

Accessibility

Regarding accessibility measures for people with reduced mobility, Saba guarantees, through its different policies, the access of people with reduced mobility to its facilities via elevators. Saba products and services are adapted to regulatory requirements in terms of parking spaces available for people with reduced mobility, as well as public services.

Likewise, adjustments are being made in the car parks, to provide all of them with lift access at street level so that people with reduced mobility can access their parked vehicles. In Spain, almost 90% of car parks have above ground lifts.

In addition to lifts to street level, construction work is also being carried out to adapt the toilet areas for customers. All the new facilities include toilet facilities suitable for people with reduced mobility and these measures are being added, as adjustments are made to older car parks, .



Sustainable mobility

Car parks need to be understood to be city infrastructure unequivocally bound to mobility. For Saba, to talk about car parks is to refer to an environment constantly being redefined, a space that acts as a major point of access to various sustainable mobility services.

A hub that takes advantage of strategic locations in city centres, as well as the benefits of a network with high capillarity and uninterrupted service to operate as an agent integrated into the policy and mobility chain for people and goods, always in constant coordination with the other means of transport, contributing to a new truly intermodal mobility.

We are talking about facilities that have become a *meeting point* for mobility, but above all, a dynamic and connected space where new uses are concentrated beyond what the car parking sector has traditionally been, such as carsharing or last mile micro-distribution.

Saba proposes to be part of the solution to the current needs of cities and their inhabitants. Because its car parks are intermodal nodes, where customers can exchange their private vehicle for public, shared or single-person mobility; an environment where they can safely store their vehicle, freeing the public space occupied by the car park for citizens; nodes that act sustainably as small warehouses for last mile deliveries to combat excessive delivery van traffic; the place where to charge electric vehicles and, now, the shop window in which to find any shared mobility service.



We live in a world that is progressively evolving towards hyper-personalized, electric and connected mobility. For certain age groups, the desire to have a vehicle of their own is an ideal of the past. Similarly, these same people do not want to renounce the feeling of freedom, to a new, often shared form of mobility—using all the carsharing modes or the *new rent-a-car models*—where ease of having a vehicle at their disposal at any time and place is a key element in their day to day. Whether for recreational or work use. They have not relinquished mobility, rather they are opting for a new model.

These new models need to be integrated into an ecosystem that enables each means to be adapted to every need. We need to facilitate inclusive mobility at all times, leaving no one behind. People should be able to decide when to use their private vehicle and to do so intelligently. Planning their trips and aware of their impact.

Anyone can now study the journey they are going to make before leaving home and plan it in an intermodal manner. Park the car, motorcycle or bike in a car park and continue from there on foot, by public transport or by means of a micro-mobility vehicle. A practice that benefits the city by freeing public space of vehicles that are not moving.

Making this new way of understanding mobility a reality requires a robust technological environment that supports it and adapts to people's changing needs. Saba has distinguished himself in recent years as a benchmark company in combining technology and service with the launch of new products for its customers. The infrastructure has been modernised, providing the latest entry, exit and payment systems, which in turn are connected to product sales platforms, such as Saba's website and app. By bringing these two universes together, the customer benefits from a large sales portfolio seamlessly related to car parking. Today the customer can buy a product for a few hours, from their phone, enter the car park using their number plate and check payment in their customer area.

In addition to Saba's ability to innovate, must be added its desire to respond to major structural changes, such as the progressive transition to electric mobility. The company has been studying and responding for years to a trend that is growing at double digit rates and is aware of playing a key role in its gradual deployment. Saba offers a charging network that is unique in the sector, backed by world-class partners and capable of continuing to grow to sustain the foreseeable increase in electric mobility. Saba is ready.

PEOPLE

GOODS



SERVICES



Electric vehicles

- Large charging network in Spain, the United Kingdom, Portugal, Italy and Chile.
- Products for subscribers and short-stay customers.



Carsharing services

- All the modes of the sector.
- Present in most SABA countries.



Urban distribution of goods

- Sustainable and scalable method which takes advantage of strategic locations.
- Pilot test in 5 car parks in Spain.



E-commerce lockers

- Deployed in Spain, the United Kingdom and Italy.
- Agreements with the main companies in the sector.



Electronic access, exit and payment

- Number plate reading.
 - QR.
 - OBE.



Web and e-commerce App

- Wide portfolio of 100% digital products.
- Renovated design.
- MySaba, the customer area.



Coverage

- 100% of the car park.
- Allows for the deployment of value-added products and services.



Remote management

- Allows for an uninterrupted quality service.
- More than 200 connected car parks in 3 countries.

TECHNOLOGY

Promotion of Electric Vehicles



Fast, semi-fast and slow charging



Products for short stays and subscribers



Agreements with the main operators



Reduction of CO₂ emissions



Despite the adverse situation caused by the health crisis, Saba has continued to make progress in electrifying its car park network, convinced of the strategic importance of electric mobility. At the closing of 2020, the company had 400 charging stations in 5 countries, an increase of almost 41% in Spain alone compared to 2019. This sustained growth is a reflection of the company's intent to favour deployment of the electric vehicle in all its modalities, being able to offer sales solutions for short-stay customers and subscribers, but also for vehicles for *carsharing* companies or fleets that park in Saba's facilities.

The industry-leading charging network



400 points

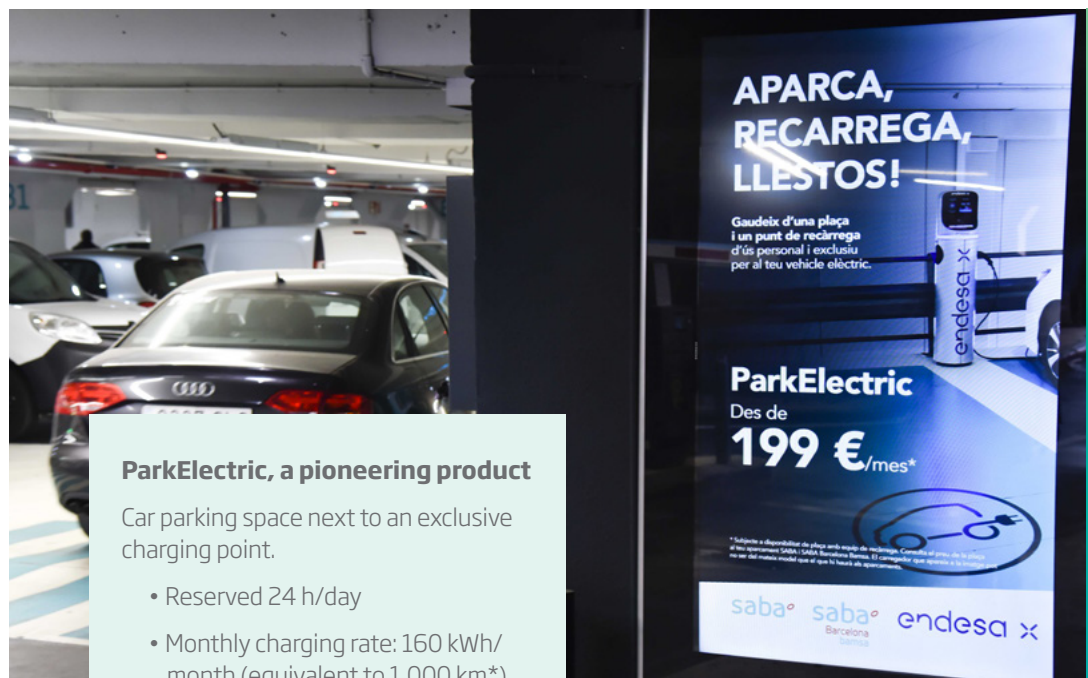


5 countries

This comprehensive vision of electrical infrastructure positions Saba as the car park operator best suited to the growth of electric mobility. Since the company tendered the charging and maintenance service in 2018 to establish a model that would enhance the use of these vehicles, Saba has worked with Endesa in Spain to expand its network.

In 2020, this joint work enabled the market launch of “ParkElectric”, the first product to provide charging for users who do not have a private charger for their electric vehicle at home. The service is available throughout Saba and Bamsa’s car park network, where public access chargers are already available. There are now 237 charging units already operational in 57 car parks in 25 cities in Spain.

With ParkElectric, Saba manages not only to meet the demand of short-stay customers, who can make timely use of the chargers, but also that of its subscribers, by offering a linked charging service. No tailor-made solution with the “all-inclusive” model had previously been devised. This is a revolutionary product that will be a turning point for those who want to make the leap to electric mobility.



ParkElectric, a pioneering product

Car parking space next to an exclusive charging point.

- Reserved 24 h/day
- Monthly charging rate: 160 kWh/month (equivalent to 1,000 km*) through EndesaX’s JuicePass app.
- Maintenance of charging equipment 24h/365 days.

* Estimate based on consumption of 17 kWh per 100 km approx.

From €199/month

Growth in All Saba’s Countries

In **Spain**, Saba has plans to continue expanding the charging network with the installation of up to 70 additional points in 2021. The company, which is always closely watching aid schemes for development of the electric vehicle, also hopes to benefit from the European Union’s Next Generation funds, which have identified the transition to electric mobility as one of the most important investment focuses. In this regard, Saba has prepared various expressions of interest in Spain together with leading partners to progress major projects. Finally, the negotiations opened with Endesa to introduce fast charging to Saba’s network during 2021 should be highlighted.

	Spain	United Kingdom	Portugal	Chile	Italy*
Charging stations	237	74	50	33	30
Car parks	57	11	14	11	15
Agreement	Endesa	Various operators	EDP	Enel	

(*) Deployment expected in 2021.

Saba Portugal reinforced its commitment to electric mobility in 2020 by installing 50 new charging units in 14 car parks in its network. The Group reached an agreement with EDP, a leading energy company in the sector, to promote sustainable mobility, by bringing an electric charging model similar to Spain’s to 10 cities in the country.

In **Chile**, Saba has decided to entrust the installation of 33 charging stations in 11 car parks to Endesa’s parent company Enel. Advantage has been taken of the synergies generated in Spain in this way to transfer similar agreements to the other countries. It is also planned to deploy 30 charging stations in 15 Italian car parks in 2021, pending definition of the commercial partner.

Saba currently has an innovative mobile electric charging service in the Via Comasina car park in Milan. This system allows the owner of an electric vehicle to request battery charging via the E-GAP app when they wish. Once the service has been requested, the energy company moves to a specially enabled area in the car park to proceed with fast vehicle charging. It further shows that the transition to electric mobility can and should be open to different options, provided they are tailored to customers’ needs. In any case, Saba’s facilities can play their role as sustainable service hubs by taking advantage of their strategic location in cities.



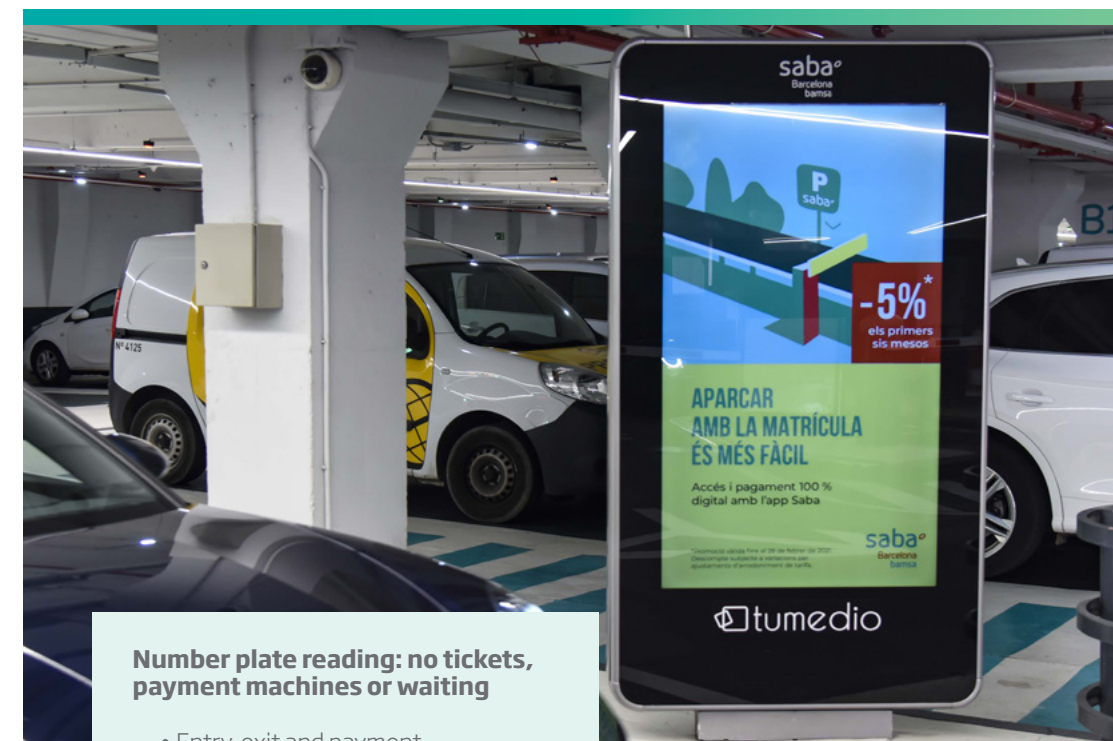
In the **United Kingdom**, Saba has a mixed electric charging model, with up to 74 points in 11 car parks in the country. The company works with various operators, car manufacturers and charging service providers to promote electric vehicles.

The United Kingdom, which plans to ban the sale of combustion-engined vehicles in 2030, is among the countries with the most ambitious targets in terms of energy transition and emissions neutrality. For Saba, this promise only consolidates what is already a solid strategy for electric vehicles, in which the company will continue to invest in the coming years.

More than a new method of entry

At the beginning of this chapter we showed the Saba sustainable services *hub*, a people-orientated city infrastructure, where you can see the interaction between services and technology. The combination of these two universes is what makes it possible to consider a Saba car park as a *Smart Parking* facility. Because people have always been at the centre, and the solutions presented in recent years attest to this.

The number plate reading as a new method of car park entry, exit and payment was made reality in 2020. A technological revolution that represents a paradigm shift. Saba's customers can now enter the car park in the traditional mode, by obtaining a ticket (now in QR format), through an OBE device (VIA T, Via Verde, Telepass, TAG, etc.) or with their number plate. This latter format, unlike the OBE, eliminates the intermediary figure, as the relationship is limited solely to the customer and Saba.



Number plate reading: no tickets, payment machines or waiting

- Entry, exit and payment.
- 100% digital experience.
- Launch sales offer.

Entry, exit and payment with number plate reading



Available in 56 car parks in Spain



Short-stay customers, subscribers and products



Registration and management through the Saba app



Touchless solution



And while the usage dynamics are the same as with the OBE, a customer who chooses number plate reading can take advantage of greater benefits, such as the possibility of revising their car parking stays at any time through the app or the possibility of having more than one vehicle associated with their bank card; the payment method to which the service needs to be linked once registered. From that point, a 100% digital customer experience opens up, eliminating waiting or passing through the payment machines, which is environmentally sustainable and does not require physical interaction with any item in the car park.

The service is available in 56 of the company's car parks in Spain and is expected to be deployed throughout the network, if gradually. In this way, not only does Saba have the chance to get to know its customers better and to promote new loyalty programs, as well as to customise the products it can offer, but it applies one of its maxims: offering the best customer service by making parking even easier.

Society has become accustomed to so-called "frictionless" processes that make our daily life easier. At Saba, we are working to extend this new way of interacting with the infrastructure and we are continually reviewing the commercial and technological processes.

See how number plate reading works

https://www.youtube.com/watch?v=DfleAe_a98E

Digital transformation and pandemic

The health crisis caused by the outbreak of COVID-19 has been devastating socially and financially. Saba has been affected by restrictions on mobility and has had to adapt its business to this new situation in an agile manner. In this context, digital tools, such as *e-commerce* platforms, have increased their strategic weight in the company by having to support greater demand from users when the greatest concern was the safety of its employees.

Product sales were diverted entirely to the digital environment—website and app—to minimise contact between Saba’s personnel and our customers. This was a risky move that has been highly successful thanks to the collaboration of all departments involved, as well as the ability of the two platforms to absorb the demand. In 2020, new products specially designed to respond to the reality generated by the pandemic were created and a project of great importance to the company was completed by allowing the sale of subscriptions through the website and app.



New products for new times

The pandemic has changed our habits as regards remote working. According to an Adecco Group study presented in March 2021, almost 3 million Spaniards work occasionally or regularly from home, 1.2 million more than a year ago, when the pandemic arrived. Faced with this situation and with mobility clearly reduced, Saba launched its “Wherever you go” campaign in 2020, which was used to introduce a new multi-day daytime product. Non-stay, valid Monday to Sunday during business hours and allowing parking a few days a week at highly competitive prices. This meant the launch of the first product designed for a new reality, in which many people go to their workplace occasionally and not always for a full day.

A new dimension for e-commerce

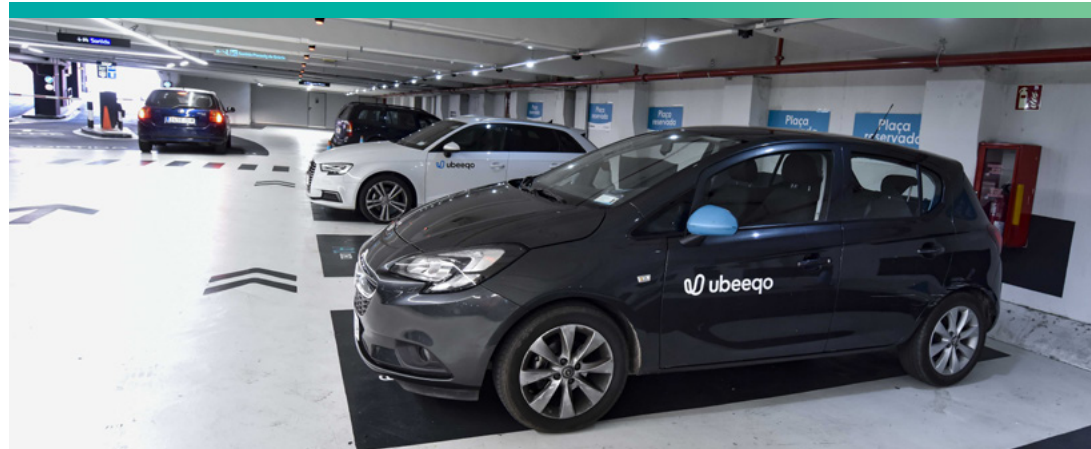
Products like the new Saba multi-day daytime pass could only be valid if they were 100% digital, from sale to use. And this was possible thanks to continual improvement in the digital field, a constant objective in Saba’s roadmap. With Spain, Italy, Portugal, Chile and the United Kingdom equipped with e-commerce platforms, digitisation of the business is already a reality.



The sale of subscriptions through saba.es was also consolidated in 2020. This is a milestone in commercial and technological terms, resulting from a significant effort by several of the company’s departments. Because not only can the customer buy their subscription comfortably from Saba’s website or app, they can get the best price and the product that best suits their needs.

The Car Park as an Intermodal Platform

Saba has agreements with numerous car rental and carsharing operators in different cities in Spain, the United Kingdom, Italy and Chile. These services cover 1,250 parking spaces taking advantage of the capillarity of Saba's network, which allows for the free-floating model, based on vehicles that can be collected and parked at any of these hubs.



1,250 carsharing spaces in Spain, the United Kingdom, Italy and Chile

The company is prepared for growth of these services and their gradual progression toward electrification, where it has already accumulated experience with services for electric scooters and motorcycles. More recently, Saba has incorporated carsharing operators with 100% electric vehicles into its network, thanks to its new sales policy that allows linked charging. Just like private users, carsharing companies can benefit from the same system of reserved parking space with exclusive electric charger. These initiatives are the result of a continual effort to collaborate with car manufacturers and operators in pursuit of the best technological and sales fit in its facilities.

Technological elements such as 3G coverage throughout the car park, along with entry, exit and payment by number plate, favour the implementation of these added-value services, which seek to offer the best customer experience to its users.

Cities are progressively adapting to single-person, electric and shared mobility, where Saba can play a decisive role in its correct implementation. Taking advantage of the benefits of underground car parks means freeing up space on the street and minimising the impact in terms of parking space for thousands of scooters or bicycles in the middle of the street. The car park can also favour replacement and mobility of the fleets that maintain these vehicles and provide them with an orderly and easily accessible framework for users. A sustainable service hub like the one Saba proposes is already a reality. An element in city centres that enables the fight against climate change and the development of solutions in the field of urban mobility and innovation.

Car Parks as Urban Logistics Hubs

According to the most recent studies, the average inhabitant of Barcelona and Madrid receives some 13 packages a year as a result of *e-commerce* purchases.* In absolute numbers, this means 22.6 million packages a year in Barcelona and almost 40 million in the capital of Spain. Most of these packages are delivered using polluting vans or trucks. In fact, only 1% of these packages are distributed by non-polluting vehicles and only 10% are collected by the customer in networks of delivery points or from the so-called *lockers*.

And the problem is clearer still if we consider failed deliveries, which generate so-called "absurd logistics" (a vehicle travelling to a delivery point without being able to complete it or a movement resulting from the return of an item delivered previously). In Barcelona and Madrid, these trips accounted for approximately 15% of total deliveries, or more than 9 million additional unsuccessful runs.

This absolutely unsustainable dynamic generates between 20 and 30% of the city's carbon dioxide emissions and 40% of congestion. And there are no signs of this trend changing, rather the reverse, as on-line shopping has recorded sustained growth of 25% per year.

Saba is convinced it will be able to assist in management of more sustainable Last Mile Deliveries (LMD). It proposes two lines of action to achieve this: the creation of micro-hubs for distribution of local goods and the mass deployment of *lockers* for collection and delivery of *e-commerce* products. How? Taking advantage of the unbeatable locations of Saba's car parks in the city centre. This solution need not be considered a pilot test as the company has been collaborating with partners on both lines of action for years. It is a firm proposal that requires the commitment of municipal and supramunicipal institutions so that, together with private operators like Saba, but also many others, what has become the leading mobility problem in modern cities can be reversed.



*The data on urban mobility and the last mile are extracted from various studies such as the Datacity BCN Study; Deloitte MDR Study, and the WEF Study (World Economic Forum.)

Smart last mile deliveries



Micro-warehouses with packages being unloaded at off-peak times



Electric vans transporting the packages to the car park



Home delivery using sustainable means in neighbouring areas and in time slots to suit the customer



Integrated lockers for package collection and delivery



Saba is in this venture because its car parks serve as micro-hubs from which distribution of e-commerce packages is carried out on foot or with electric vehicles adapted for personal mobility. The packages preferably arrive at the micro-hubs at night time to reduce road congestion. The company takes its variety of experiences in this line in Spain (Barcelona) and Italy (Rome) into account, which have demonstrated high efficiency. It needs to be borne in mind that a city like Barcelona receives over 135,000 vehicles every day (from its metropolitan region) to transport goods at peak times, with these being responsible not only for numerous traffic jams, but also for a significant portion of carbon dioxide emissions.





Micro-distribution at Saba



6 operating locations in Spain and Italy

The Government Authorities need to face up to a situation that is getting worse by the day, with the growth in e-commerce, by taking advantage of existing city infrastructures, such as car parks. Their location in dense areas, along with their 24 hour/365 day opening gives them a relevant role in tackling the pollution and congestion caused.

The Geever experience

-  Pilot test (starting in 2018)
-  5 Micro-warehouses in car parks in Barcelona*
*Expected to be 9 in 2021.
-  Failed deliveries reduced by half (traditional delivery versus Geever)
-  Future expansion process taking advantage of Saba's capillarity



In Barcelona, Saba has been hosting Geever, a logistics operator specialising in last mile deliveries, in five of its car parks since 2018. With their innovative distribution methods, based on *micro-hubs*, which have now been expanded with four additional locations, they have reduced failed deliveries by half. Fewer failed deliveries means less pollution, therefore reducing the impact of absurd logistics.

Looking at these figures, the Government Authorities should consider regulation of last mile deliveries that is not detrimental to citizens, and even apply a tariff that benefits smart logistics—with sustainable means and at off-peak times—and penalises models that generate congestion and pollution.

An even more ambitious approach could turn the *hubs*, now for people and goods, into warehouses for small-scale local trade and make this a way for them to enter the *e-commerce* sector itself.

Beyond home delivery

Throughout this chapter, Saba has aimed to go in greater depth into its experience with its car parks as sustainable services hubs, designed for people and goods. While there are services that are unequivocally part of one of these two territories, there are others that are positioned halfway and that are the perfect blend of the two. We refer to the delivery of *e-commerce* products to smart lockers located in Saba's car parks.

On the one hand, these offer a service to those people who cannot receive their packages at home, but they also open a route for countless logistics operators, who drastically reduce travel by making use of them. Society needs to rethink the current home delivery model, which has shown itself not to be viable environmentally.

Promoting the culture of collecting Internet purchases at *e-commerce* lockers—which also allow for returns—reduces city centre traffic and pollution, in line with sustainable micro-distribution.

Saba offers this solution in combination with various brands in Spain, Italy and the United Kingdom and is confident that it will be a growing line of business. The strategic, capillary location of the *hubs* and 24/7 service are the main allies to ensure their success.

38 e-commerce* lockers operating in Spain, Italy and the United Kingdom *First quarter of 2021

Spain	Italy	United Kingdom
Pudo (Pick Up, Drop Off)	InPost locker	Amazon Lockers
15 Car parks	3 Car parks	3 Car parks

Amazon Lockers
17 Car parks first quarter 2021*

* Forecast to be 29 car parks in 2021.



Environment

The climate emergency is one of the greatest challenges of our time, with greenhouse gases (GHG) being the main cause of the environmental deterioration that our planet suffers. CO2 emissions are causing global warming that must be reduced in the short term. Aware of this, the Group incorporates climate change as part of its business strategy, promoting initiatives that contribute to advancing the ecological transition towards a low carbon economy.

Specifically, Saba is committed to the UN Sustainable Development Goals (SDGs), specifically to goals number 11: Sustainable Cities and Communities; and Number 13: Climate Action.

All this promotes Saba's positioning in environmental matters and energy efficiency through an Integrated Management System (SIG) and the obtaining of the ISO 140001: 2015 Environmental Certifications in Spain, United Kingdom, Italy, Portugal and Chile and ISO50001 : 2011 on Energy Efficiency in Spain, Italy and Portugal, with its implementation planned in the short to medium term in the United Kingdom and Chile.

Integrated Management System

ISO14001:2015

The environment
Spain, Italy, Portugal and Chile

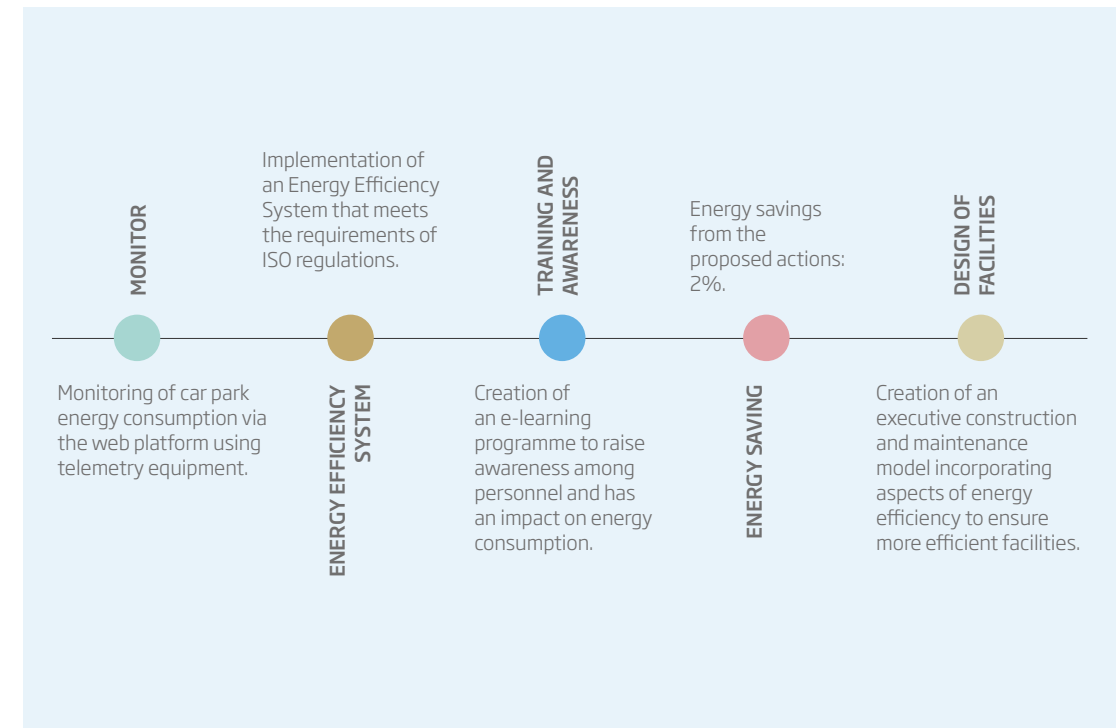


ISO50001:2011

Energy efficiency
Spain, Italy and Portugal



Saba's objective is to implement actions that minimize CO₂ emissions derived from the activity by improving processes; the acquisition of energy efficient and sustainable products and services; a clear commitment to sustainable mobility; and an improvement in the design of its facilities. To involve all the members of the organization in this mission, Saba offers a of continuous training programme in environmental and energy efficiency, conducting e-learning sessions and awareness actions aimed at all employees.



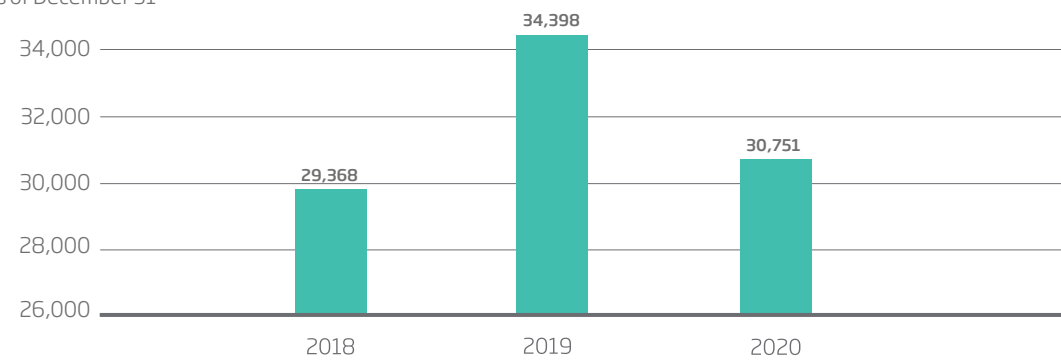
Energy

Saba's energy efficiency system has a real-time monitoring tool that enables the monitoring and control of energy consumption. In 2020, this system was implemented in Spain, Italy, Portugal (2019) and Chile (2020) and its extension is planned for the rest of the Group's countries. In 2020, the Group's global energy consumption amounted to 30,750,745 kWh (compared to 34,398,477 kWh in 2019), which represents a reduction of just over 10%, even incorporating the Czech Republic and Slovakia in the scope of 2020.

In turn, the energy intensity ratio was 152.02 kW/parking space in 2020, while in 2019 it was 155.5 kW.

Annual energy consumption

as of December 31



Even including the new countries in the global calculation, the decreasing trend in energy consumption is maintained and is explained by the exceptional pandemic situation, in addition to the energy efficiency measures that Saba has maintained during 2019 and 2020.

2019 and 2020 Measures:

- Implementation of an energy efficiency system.
- Commitment to sustainable mobility through adaptation of parking spaces for vehicles of this type in our car parks, as well as our own fleet.
- Implementation of efficient lighting systems.
- Training and awareness-raising of our employees as regards sustainability and energy efficiency.
- Efficient management of hazardous and non-hazardous waste.
- Production of a handbook incorporating eco-design into the construction method for our car parks.
- Renovation of more energy efficient ventilation equipment.



• Energy efficiency system

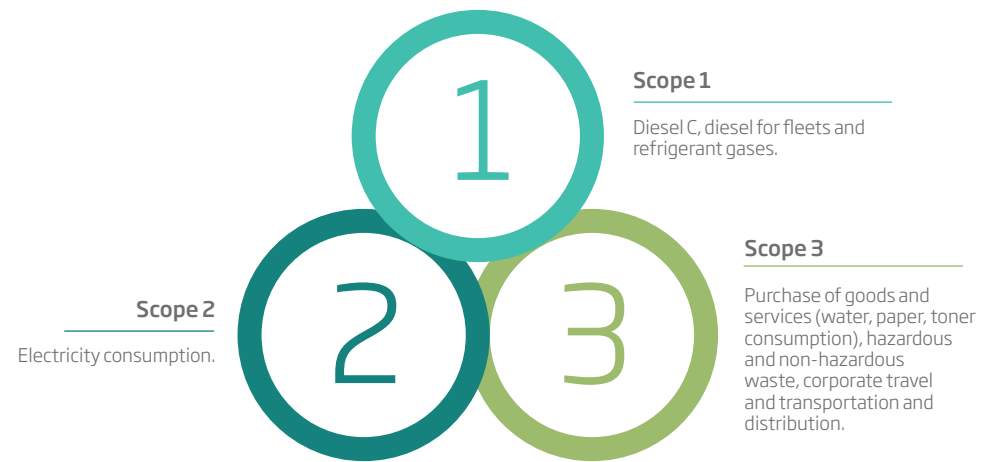
Saba has implemented a cycle of continuous improvement based on an Integrated Management System (IMS), which, based on a systemic vision of the Group and its processes, integrates the regulatory aspects related to different baseline ISO Regulations. This System has been certified for more than fifteen years in Quality (ISO 9001), Occupational Health and Safety (ISO 45001), Environment (ISO 14001) and, since 2018, the objective has been to certify in Energy Management (ISO 50001) as well, progressively throughout different countries. This objective, already undertaken in Spain and Italy, was implemented in Portugal in 2019 and in Chile in early 2020 and its extension to the rest of the Group's countries is planned.

In the specific case of electricity consumption in Spain, although it fell by 10%, it should be noted that in 2020, 417,887 kWh were allocated to charging electric vehicles parked in our car parks, 790% higher than 2019. The reason for this increase is the expansion of the existing charging network in both conventional charging and fast charging, self-managed or third-party, reaching agreements for the installation of superchargers in one of our car parks, and in line with the objective Sustainable Mobility and Emission Reduction Indicator.

Emissions

Since 2011, Saba has measured its Greenhouse Gases (GHG) emissions by means of the Greenhouse Gas Protocol, which is the most widely used international tool for calculating and reporting the inventory of atmospheric emissions. Since 2015, the Group also has its carbon footprint checked by an independent third party.

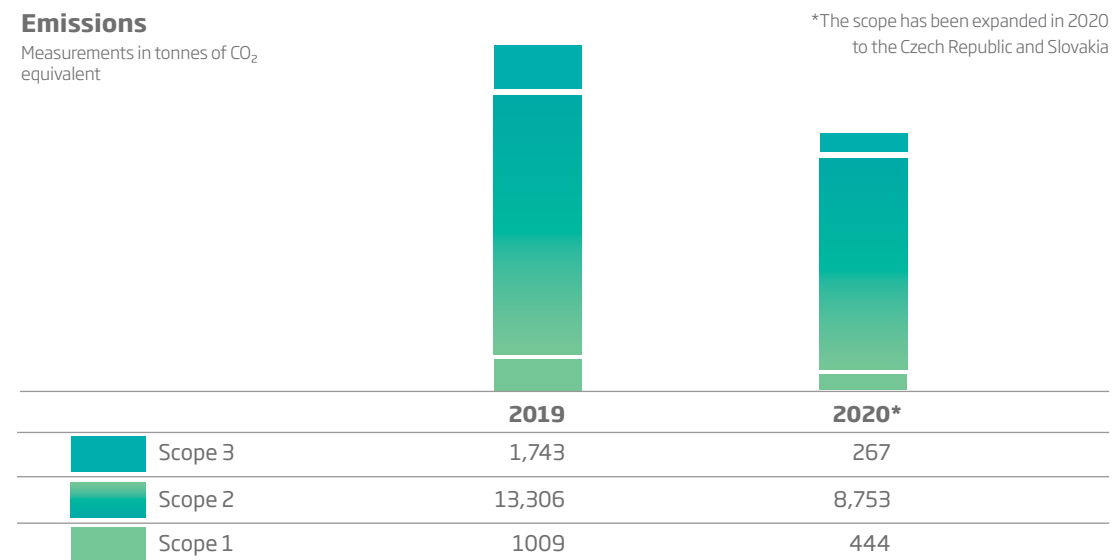
The emissions included in the calculation of the carbon footprint fall into three categories:



As mentioned above, the decrease in activity caused by the COVID-19 pandemic has substantially reduced both electricity consumption and consumption in transport and distribution, this effect being reflected in the reductions of CO₂ equivalent in all of its scope.

Emissions

Measurements in tonnes of CO₂ equivalent



GHG emissions intensity table

Expressed in MWh/€M



The energy intensity ratio in 2020 was 152.02 kW per parking space, compared to 155.5 kW per parking space in 2019.



User Experience

Customer satisfaction

Saba strives to be a benchmark Group in areas such as efficiency, technological innovation and proactive selling. In this regard, our Customer service and Control Centre (CCC) responds in a cross-cutting manner to this Group positioning. The CCC has improved the level of customer support, not only acting as a remote management centre, but as a true Contact Centre with a sales vocation that allows Saba to enhance the quality of its customer service.

In 2020, Saba's CCC continued to consolidate its reference role beyond remote car park management, in the ongoing pursuit of improved customer experience. In this regard, 2020 represented the continuation of the process of internationalising the CCC that started in 2017, and was consolidated in 2019, with 248 connected car parks in Spain, Italy and Portugal, compared to the 199 car parks that were connected in 235. In addition, Saba laid the foundations for connection of UK car parks, which will begin deployment in early 2021.

In December 2020, Saba received 56,000 requests (52,858 in 2019) related to sales activity and Customer Support via its various communication channels in Spain, Chile, Italy, Portugal and the United Kingdom. Work on integrating information from Germany, the Czech Republic and Slovakia is planned. In addition, the CCC handled 1.4 million (1.6 million in 2019) intercom calls from car parks in Spain, Italy and Portugal, which represents an average of about 3,780 calls per day, solving all kinds of incidents and operating remotely, 365 days a year.

The year 2020 has been marked by the COVID-19 crisis. In this regard, Saba has dedicated resources and efforts to guarantee the continuity of the CCC and, therefore, the continuity of the business. Two very relevant projects have been carried out:

1. Implementation of the back up of the CCC room in the Carlos III car park, Barcelona. This provides Saba with two CCC rooms that guarantee, on the one hand, the ability to work concurrently and organize two "capsule" CCC teams and, on the other, the possibility of always having a room in case of losing one of the two.
2. Virtualization of CCC jobs. This has allowed the CCC team to be able to work remotely and prevent health problems derived from the pandemic, as well as to avoid the mobility restrictions imposed by the authorities.

Thanks to these two milestones, the CCC has been able to maintain 24/7 service without the need to suspend or downgrade it at any time and, therefore, the car parks have been able to maintain their activity and customers have continued to be served uninterruptedly.

Since February 2018, Saba has been present on social networks (Twitter, Facebook and WhatsApp) in Spain, providing a new customer support channel that improves the service offered to one of its main stakeholders. This service has already been consolidated in 2020, becoming one of the ways of interacting with Saba that is best valued by customers.

The situation caused by COVID-19 has required us to streamline and optimize communication with our customers, both to inform them of the impact of the pandemic on the service, and to offer specific solutions adapted to their needs during the evolution of the pandemic and the subsequent opening up and end to mandatory quarantines.

The RRSS channels have been especially relevant for Customer Support. In Spain, where the preferred channel for customers is WhatsApp, more than 25,000 messages have been received and managed from January to October 2020, with peaks of between 3,000 and 3,500 messages during the height of the pandemic. In the UK, Customer Support is provided primarily via Twitter.



Saba has continued to work on strengthening its "e-commerce", activating sales via the web and App in Chile and expanding the product offering in all countries.

In order to evaluate and monitor customer satisfaction with the services provided in the car parks, since 2005, Saba has carried out the Customer Satisfaction Survey and the annual "Mystery Shopping". However, given the exceptional circumstances caused by the pandemic, the company has decided to focus these studies on evaluating the quality of Customer Support in Spain, assessing the different channels available: social networks, mail and telephone 902.

Social media	2019	2020
Social media		
Average response rate	96.9%	100.0%
Satisfactory response	90.3%	68.8%
Mail		
Average response rate	85.0%	90.0%
Satisfactory response	87.7%	90.4%
Telephone CCC		
Average response rate	56.6%	90.3%
Satisfactory response	51.6%	43.6%

Health and safety of consumers

Saba has semi-automatic external defibrillator units (SAED) in certain car parks because early defibrillation is a key element in the treatment of sudden cardiac arrest.

Saba's cardiac protected spaces can be used to autonomously attend to a person who has suffered a cardiac arrest and alert the emergency services. In this regard, Saba workers receive the necessary training to use these defibrillators safely.

Given the situation caused by COVID-19, the Group has focused its efforts on ensuring the safety and health of its customers. With this objective, it has analyzed the impact of COVID-19 in the different spaces, adjusting the capacity, providing hydroalcoholic hand sanitizing gel and implementing the required signage to ensure the health of our customers.

Another measure adopted for the safety of customers and the prevention of the spread of COVID-19 is the operational signage deployed in the Saba car park network, both nationally and internationally, whose main objective was the dissemination of the measures adopted in accordance with the provisions of the competent authorities.



<p>Personal sanitario</p> <p>Estimados clientes, De acuerdo con la RESOLUCIÓN PRE/817/2020 del Departamento de Presidencia de la Generalitat de Catalunya, desde el 9 de abril y hasta que finalice el estado de alarma el APARCAMIENTO será GRATUITO para:</p> <ol style="list-style-type: none"> Abonos de personal sanitario: <ul style="list-style-type: none"> Le solicitamos que devuelva el recibo del mes de abril. Saba comprobará que es un abono de personal sanitario y anulará la factura del mes de abril. Multidía sanitario: <ul style="list-style-type: none"> Contacte por mail con returns@saba.eu para tramitar la devolución. <p>Muchas gracias por su colaboración.</p>	<p>Benvolguts clients, Atenent a les recomanacions de les autoritats sanitàries, s'aconseja mantenir una <u>distància mínima de 2 metres</u> entre les persones.</p> <p>Moltes gràcies.</p> <p>Apreciados clientes, Atendiendo a las recomendaciones de las autoridades sanitarias, se aconseja mantener una <u>distancia mínima de 2 metros</u> entre las personas.</p> <p>Muchas gracias.</p>
<p>Benvolguts clients, Per raons sanitàries, es recomana no utilitzar l'ascensor. Utilitzin, si us plau, les escales.</p> <p>Moltes gràcies.</p> <p>Estimados clientes, Por razones sanitarias, se recomienda no utilizar el ascensor. En su lugar, utilicen, por favor, las escaleras.</p> <p>Muchas gracias.</p>	<p>AVISO IMPORTANTE PARA LOS CLIENTES</p> <p>Por razones sanitarias, rogamos realicen el pago de su estancia con tarjeta de crédito o débito en lugar de efectivo.</p> <p>Muchas gracias.</p>



Employee Experience

Digital workplace

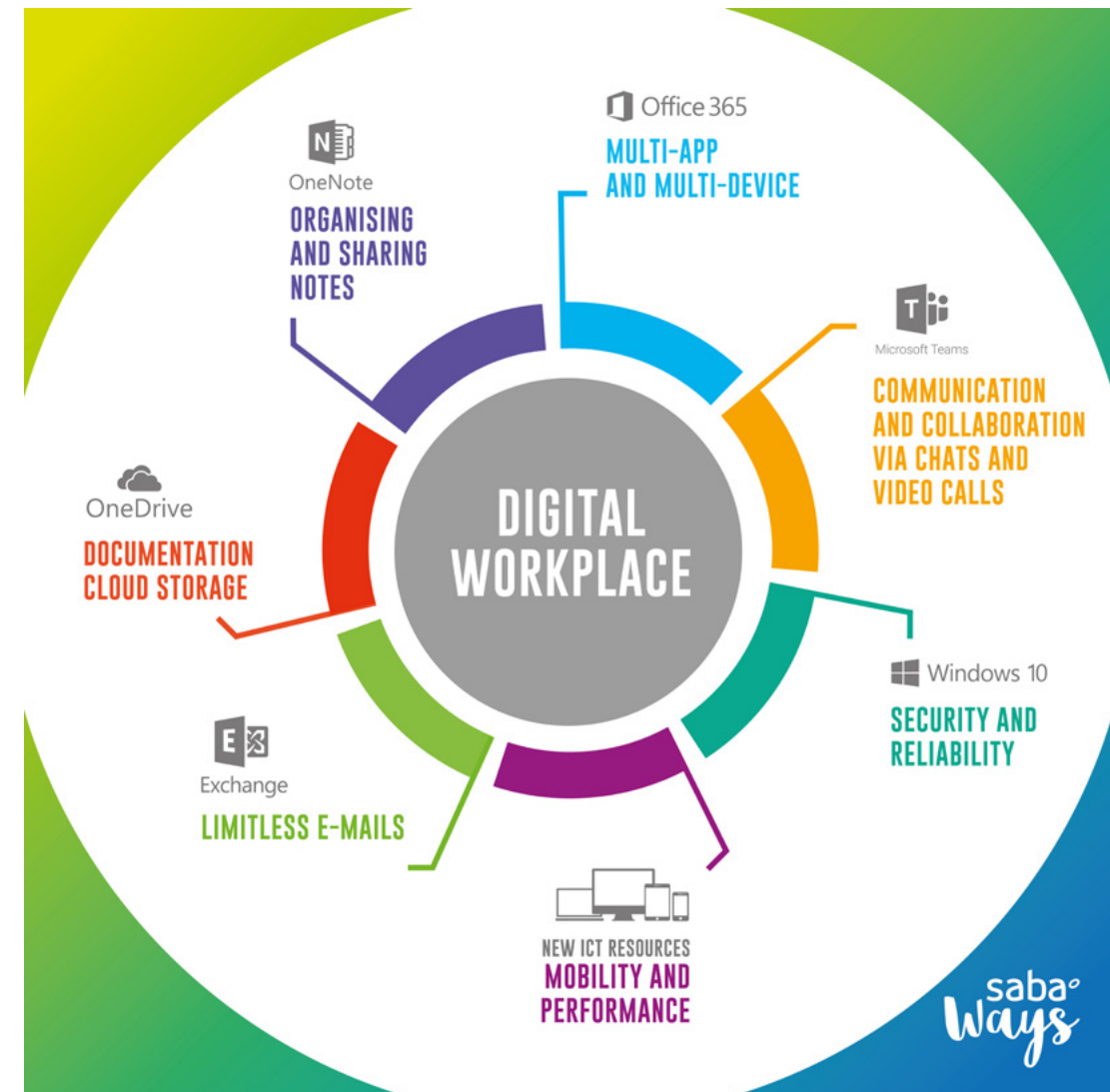
Work organization at Saba comprises the set of factors that determine in a broad sense the work to be done, the way of doing it and the conditions in which it is carried out. The company is aware that the right approach to work organization must cover elements that safeguard those factors that are important to the employee, such as: work-life balance; the work environment, in the sense of offering development and promotion possibilities to employees, offering them a work environment that encourages development, and involving them in decision-making at all levels according to the level of responsibility of each employee.

In general, Saba's annual working hours are set by the provisions of the applicable Collective Agreements or, in their absence, by the legislation in force in the respective countries. However, Saba offers different options aimed at making work time more flexible, according to the needs of the employee.

Saba is in a process of internal transformation, in which one of the key vectors is the flexibility of the location and, in turn, work time, with the aim of improving work-life balance.

During 2020, due to the global pandemic that we have faced, flexible and contingency initiatives have been adopted, such as the possibility and recommendation of working remotely from all structural jobs and care centres. Depending on the state of the pandemic in each country, the fully remote work or "Flex-work" modality has been carried out, combining remote working with physical presence in offices, in differentiated spaces, in order to preserve the health of our employees as much as possible. Although, Saba has always been sensitive to the individual needs of teams.

One of the challenges posed by Saba is to continue advancing in this direction, in order to establish a "SmartWork" for the future, which continues with a global policy for the entire Group and adapted to the needs and legislation of each country.



Saba in the community

In a year like 2020, so critically impacted by the pandemic and in which the company experienced significant declines in activity and consequently in revenues, an in-depth internal reflection was carried out looking at the need to support those social actions that the company has been developing since 2011. In a situation in which solidarity needs to be more essential than ever and in which companies and institutions need to be involved with people and territories, Saba has maintained its commitments in this area and has even expanded its collaborations.

Especially noteworthy is Saba's involvement with the #YoMeCorono movement, an initiative of the team of doctors and researchers of the Fight AIDS and Infectious Diseases Foundation, IrsiCaixa and the Germans Trias i Pujol University Hospital, who are working on various fronts with the aim of putting an end to the COVID-19 pandemic. Saba's contribution to this international research programme has been the most significant in Saba's history, in the awareness of the strategic importance of supporting scientific knowledge at a time like now.

#YoMeCorono

Saba's lines of action in the area of social action are orientated towards three areas, in which projects are sought with which the company is committed in the long term and which are always linked to the territory in which Saba operates. In the first place, initiatives in the field of health and framed in the hospital environment, among which should be highlighted the agreement to promote the SJD Paediatric Cancer Centre of the Sant Joan de Déu Hospital, which will be the most important childhood cancer hospital construction in Europe.

Secondly, support for disadvantaged groups, with a special focus on children and families. Here we can highlight the collaboration with Cáritas and Aldeas Infantiles, the largest direct care organization for children in Spain, with a presence in 139 countries, including most of those in which Saba is present. The agreement with the Incorpora Programme of the Obra Social de la Caixa would also be included in this section, which has the aim of providing jobs for people at risk of social exclusion.

Finally, projects involving action against climate change and which clearly connect with Saba's philosophy and its role as a manager of sustainable mobility. Worthy of note here is the collaboration with Plant-for-the-Planet, a non-governmental organization founded in Germany and present in 71 countries which aims to sensitise children and adults to the problems of climate change and global justice.

All collaborations are reviewed year on year, they are tracked and support is maintained with a view to further expanding actions, always within the parameters established in Saba's regulations. In this sense, as established in section 24 of the Code of Ethics, the company internally regulates contributions and collaborations with third parties, with the exception of those related to political parties or organizations linked to them.

Initiatives signed

Spain



Affiliations

Spain



Portugal



United Kingdom



Italy



Chile

Chilean Association of Car Park Owners, Operators and Dealers (APOCE, A.G.).

Regulatory aspects of the report

This report has been prepared in accordance with the GRI Standards: Core option. The period of the data included in the report is from 1 January 2019 to 31 December 2020. The last sustainability report issued by Saba is from 2018. The reporting cycle is yearly, although for exceptional reasons the last edition included information from two financial years.

This report has not been externally verified by an independent expert, although it contains information published in the 2019 and 2020 financial year Consolidated Non-Financial Information Statement, whose drafting in accordance with the provisions of Law 11/2018 regarding non-financial information and diversity was verified by Deloitte, S.L. In the following links you will find both the documents mentioned and the corresponding verification reports:

Financial Year 2020

<https://saba.eu/motorcms/dynamicData/juntageneral/NMFP406361.pdf>

Financial Year 2019

<https://saba.eu/motorcms/dynamicData/juntageneral/FOW0054805.pdf>

For questions regarding the report contact the Communication and Institutional Relations Department at rsc@saba.eu or at comunicacion@saba.eu

GRI content index

GRI Code	Number	Content	Page
GRI 102	102-1	Name of the organization	6-7
GRI 102	102-2	Activities, brands, products, and services	6
GRI 102	102-3	Location of headquarters	Av. Parc Logístic, 22-26 08040, Barcelona
GRI 102	102-4	Location of operations	6-8, 12
GRI 102	102-5	Ownership and legal form	19
GRI 102	102-6	Markets served	6-8, 12, 31-32
GRI 102	102-7	Scale of the organization	6, 23
GRI 102	102-8	Information on employees and other workers	6, 23-24
GRI 102	102-9	Supply chain	22
GRI 102	102-10	Significant changes to the organization	3-5, 10-12
GRI 102	102-11	Precautionary principle or approach	The need to apply the precautionary principle has not been determined, due to the analysis of the company's impacts and the aspects covered by this principle
GRI 102	102-12	External initiatives of a financial, social and environmental subscribed or adopted nature	31-40, 47
GRI 102	102-13	Membership of associations	47
GRI 102	102-14	Statement from the most senior decision-maker	3-5
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GRI 102	102-17	Mechanisms for advice and concerns about ethics	21
GRI 102	102-18	Governance structure	20
GRI 102	102-41	Collective bargaining agreements	28-29
GRI 102	102-42	Identifying and selecting stakeholders	15
GRI 102	102-43	Approach to stakeholder engagement	14-15
GRI 102	102-44	Key topics and concerns raised	15-16
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GRI 102	102-48	Restatements of information	There have been no restatements of information regarding previous reports

GRI Code	Number	Content	Page
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GRI 102	102-50	Reporting period	48
GRI 102	102-51	Date of most recent report	48
GRI 102	102-52	Reporting cycle	48
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Material topic: Financial performance

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GRI 103	103-2	The management approach and its components	3-6, 22
GRI 103	103-3	Evaluation of the management approach	22
GRI 201	201-1	Direct economic value generated and distributed	22
GRI 201	201-4	Financial aid granted by the government	Saba received 2.372 million euros in aid or compensation related to personnel according to the different mechanisms enabled in each country in response to the crisis generated by the COVID-19 pandemic. In 2019 Saba received public subsidies amounting to 370,000 euros

Material topic: Indirect financial impact

GRI 103	103-1	Explanation of the material topic and its scope	31-40
GRI 103	103-2	The management approach and its components	31-40
GRI 103	103-3	Evaluation of the management approach	31-40
GRI 203	203-2	Significant indirect financial impact	31-40

GRI Code	Number	Content	Page
Material topic: Anti-corruption			
GRI 103	103-1	Explanation of the material topic and its scope	18-19, 21
GRI 103	103-2	The management approach and its components	18-19, 21
GRI 103	103-3	Evaluation of the management approach	18-19, 21
GRI 205	205-3	Cases of corruption confirmed and actions taken	In 2019 and 2020 there were no recorded cases of corruption

Material topic: Energy			
GRI 103	103-1	Explanation of the material topic and its scope	41-42
GRI 103	103-2	The management approach and its components	41-42
GRI 103	103-3	Evaluation of the management approach	41-42
GRI 302	302-2	Energy consumption outside of the organization	42
GRI 302	302-3	Energy intensity	42
GRI 302	302-4	Energy consumption reduction	42

Material topic: Emissions			
GRI 103	103-1	Explanation of the material topic and its scope	41, 43
GRI 103	103-2	The management approach and its components	41, 43
GRI 103	103-3	Evaluation of the management approach	41, 43
GRI 305	305-1	Direct (Scope 1) GHG emissions	43
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GRI 305	305-4	GHG emissions intensity	43
GRI 305	305-5	Reduction of GHG emissions	43

GRI Code	Number	Content	Page
Material topic: Effluents and Waste			
GRI 103	103-1	Explanation of the material topic and its scope	41
GRI 103	103-2	The management approach and its components	41
GRI 103	103-3	Evaluation of the management approach	41
GRI 306	306-2	Waste by type and disposal method	The total of non-hazardous waste treated was 38,349 kg in 2019 and 50,478 kg in 2020. Likewise, the total hazardous waste treated was 5,567 kg in 2019 and 39,608 kg in 2020. This data is broken down in the Circular Economy and Waste Prevention and Management section of the SABA 2020 Non-Financial Information Statement

Material topic: Employment			
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GRI 103	103-2	The management approach and its components	23
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GRI 401	401-3	Maternity/paternity leave	28

Material topic: Occupational health and safety			
GRI 103	103-1	Explanation of the material topic and its scope	26-28
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GRI 403	403-1	Occupational health and safety management system	26-28
GRI 403	403-3	Occupational health services	26-28
GRI 403	403-4	Worker participation, consultation and communication j occupational health and safety	29
GRI 403	403-5	Worker training on occupational health and safety	26
GRI 403	403-6	Promotion of worker health	26-27
GRI 403	403-8	Workers covered by an occupational health and safety management system	26-28
GRI 403	403-9	Work-related injuries	27
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GRI Code	Number	Content	Page
Material topic: Training and development			
GRI 103	103-1	Explanation of the material topic and its scope	29
GRI 103	103-2	The management approach and its components	29
GRI 103	103-3	Evaluation of the management approach	29
GRI 404	404-1	Average hours of training per year per employee	29

GRI Code	Number	Content	Page
Material topic: Diversity and equal opportunities			
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GRI 405	405-1	Diversity of governance bodies and employees	20, 23
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Material topic: Non-discrimination			
GRI 103	103-1	Explanation of the material topic and its scope	18-19, 23, 30
GRI 103	103-2	The management approach and its components	18-19, 23, 30
GRI 103	103-3	Evaluation of the management approach	18-19, 23, 30
GRI 406	406-1	Total number of cases of discrimination and actions taken In 2019 and 2020 there were no recorded cases of discrimination	

GRI Code	Number	Content	Page
Material topic: Freedom of Association and Collective Bargaining			
GRI 103	103-1	Explanation of the material topic and its scope	28-29
GRI 103	103-2	The management approach and its components	28-29
GRI 103	103-3	Evaluation of the management approach	28-29

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GRI 103	103-3	Evaluation of the management approach	18-19, 21, 28-29

GRI Code	Number	Content	Page
Material topic: Local communities			
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GRI 103	103-2	The management approach and its components	47
GRI 103	103-3	Evaluation of the management approach	47
GRI 413	413-1	Operations with local community engagement, impact assessments and development programs	47

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Material topic: Socio-economic compliance			
GRI 103	103-1	Explanation of the material topic and its scope	17-19, 21
GRI 103	103-2	The management approach and its components	17-19, 21
GRI 103	103-3	Evaluation of the management approach	17-19, 21
GRI 419	419-1	Breaching laws and regulations in the social and economic area No significant fines have been recorded for breaching the regulations in effect in 2019 and 2020	



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